

D118.9:31/2

U.S. ARMY RECRUITING and CAREER COUNSELING

journal

FEBRUARY 1978



Time

for better management





Rules to lead by

"A competent leader can get efficient service from poor troops, while on the contrary an incapable leader can demoralize the best of troops."

*—John J. Pershing
General of the Armies*

By COL FRED E. ELAM

Command of a unit—no matter how many people you are in charge of—is a professionally challenging and personally satisfying assignment. As you approach this superb leadership opportunity you will—as most of us who have preceded you—be filled with a mixture of pride and trepidation; pride at having been selected for command and trepidation in wondering whether or not you will measure up.

While not purporting to outline a guaranteed formula for success, this article offers a few observations (certainly not original) relating not only to command, but to leadership traits in general. These observations or techniques are grouped under a broad heading that I call *Rules to Lead By*.

At this point in your career you have served under several commanders, each of whom employed a wide range of leadership techniques as he went about his duties. You undoubtedly observed these commanders and have developed your own leadership techniques or style as you have progressed in your career. Regardless of your own leadership style, there are some observations that, when added to the traditional principles of leadership, can stand you in good stead as a commander, or as an effective leader in other leadership positions. While you may wish to add your own, here are my seven rules—

- Be yourself.
- Treat time as a resource.
- Understand that you are not the only member of the unit who wants it to succeed.
- Recognize that just because you order something done doesn't necessarily mean that it will be done.
- Beware of self-fulfilling prophecies.
- Remember that your contemporary commanders are important to your own success.
- Sell your unit.

The single-most important advice you can be given upon assuming command is, *be yourself*. Your very selection for command is indicative of the fact that your qualifications have been judged by your commander as constituting those qualities that contribute to success in command. Thus, when you assume command, continue with the leadership techniques that have successfully brought you to your command. Do not attempt to become someone you are not. Keep in mind—anyone who tries to be something to everyone is nothing to anyone.

The attitude that you bring with you to your new command is vitally important for it will permeate your entire command. Be confident in your own abilities, yet recognize the need to learn from each new leadership experience. If you refuse to make a decision until you are absolutely certain of the signals emanating from "on high," that attitude will be reflected in a conservative outlook and a lack of initiative on the part of your subordinates. Your attitude toward your command is a critical factor in motivation. A confident attitude on the part of the commander creates confidence in members of the unit that they can achieve the goals that have been established for them.

As a commander, you will be given a combination of resources—men, money, materiel, and one other, time. *Treat time as a resource*. Although the first three resources are renewable, time is not. Time, both yours as a commander and that allocated to your people for objective accomplishment, must be managed just as carefully as the men, money, and materiel. Set aside a period of

time each day to discover for yourself what is going on in your command. In addition, set aside a period of time each week (perhaps on the weekend) to reflect on what has gone well and what has gone poorly. Through this "inspect-reflect" technique you can assess trends, measure progress toward objectives, and, if necessary, revise your implementation program.

Don't waste your recruiters' time. Nothing is more frustrating than "hurry-up-and-wait" situations, or the assignment of tasks without adequate time to accomplish them. Good planning on your part will reduce or eliminate the frustration of having to wait on you for additional guidance or having to "crash" to complete tasks on an arbitrary time schedule. A good rule to follow is—"You plan and direct missions; they accomplish them." This will permit your recruiters to plan the time accordingly. This will reduce, if not eliminate, wasted time and ensure that adequate time has been planned to accomplish assigned tasks. Wasting time is a sure prescription for low production in any station.

As you assume command, and throughout your tenure as its commander, *understand that you are not the only member of the station who wants it to succeed.* Good soldiers want to belong to a unit that consistently accomplishes its mission. They want to be part of a successful organization and will do their best to contribute to that end. Your job is to direct their energies toward common goals. It is also your job to identify those few soldiers who are a detriment to the successful accomplishment of your mission and to recommend their removal. By understanding that the members want it to succeed, you will find that the majority of them will try to live up to your expectations. Your confidence in them will be contagious. But if you exhibit an expectation that they will not succeed, they are also very likely to meet that expectation. In short, what you expect of your subordinates is, in fact, what they will tend to do.

Someone once said that leadership is 10 percent planning and directing and 90 percent implementing and following up. This gives rise to the next observation. *Recognize that just because you order something done doesn't necessarily mean that it will be done.* This is not to say that subordinates will deliberately sabotage your efforts, but there is often a great "distance" between you, and the person who must execute your orders. As one communications theorist said, "Meanings are in people—not in words." Well-meaning officers and noncommissioned officers will interpret orders in terms of their own capabilities, limitations, and experience. You must, therefore, try to strike a balance between overly specific orders that take away all initiative on the part of subordinates and overly general orders that fail to communicate clearly the mission you expect to be accomplished.

The earlier precept that you are not the only member of the unit who wants to see it succeed and that your expectations are a vital influence on your unit's success leads to the next point—*Beware of self-fulfilling prophecies.* With respect to combat service support units, repeating a few familiar quotes will illustrate the danger

of putting stock in stereotyped beliefs—

- Mess stewards are always overweight.
- Airborne units have more esprit-de-corps than non-airborne units.
- Individuals assigned to combat service support units are never in good physical condition.
- Truck drivers can't march.
- Female soldiers can't live in the field.

From these examples you can see that some self-fulfilling prophecies would have a positive impact on a unit's esprit-de-corps, as in airborne units, while others would have a negative impact on unit morale, as in transportation units. Beware of the self-fulfilling prophecies that have a negative impact on your unit. Your people can, and should, be required to maintain the same standards of appearance and physical condition as soldiers in the combat arms. They will do this unless you fall victim to one or more of the negative self-fulfilling prophecies.

A unit does not operate in a vacuum. Even though you may command a station, it requires a large amount of external support in order to accomplish its mission. While I won't bore you with a discourse on the importance of your commander or rather, don't overlook the importance of your counterparts. *Remember that your contemporaries are important to your own success.* On almost a daily basis other commanders are in a position to assist you and you will be in a position to reciprocate. Such assistance can range from the loan of personnel for assistance in training to the exchange of ideas on how best to accomplish a mission. In short, you need them and they need you. Cooperation does not exclude competition between and among stations. In fact, it creates healthier competition than would otherwise be possible if the commanders were not cooperating with each other in a positive manner.

A final rule to lead by is *sell your unit.* Most of us do "sell" our units without even thinking about it. We welcome newly assigned people to the "best" station in the DRC, and we brag about accomplishments to anyone who will listen. Your station is then viewed as a can-do outfit by superiors, by contemporaries and, more importantly, by the soldiers of your unit themselves. Whenever possible, include your subordinates in the planning process. To do otherwise risks giving the appearance of selling yourself.

In summary, *Rules to Lead By* are intended to complement and not substitute for the leadership techniques that you now possess. I believe that the *Rules to Lead By* will serve you well in almost any leadership situation.



This article was adapted from an article Colonel Elam originally wrote for the Army Logistician, and is reprinted with permission. Colonel Elam is the commander of the US Army Materiel Support Center—Korea and Camp Carroll. He has a master's degree in business administration from Michigan State University and is a graduate of the Naval War College.

Views and Reviews



MG Eugene P. Forrester

I have a couple of unusually significant matters to bring to your attention this month. At this point it's a little difficult to tell what their impact will be, so let me describe to you both of these matters and tell you what I'd like their impact to be.

First, we have just received word of a significant reduction in our non-prior service male objective for this year due mainly to cuts made in the President's FY 79 budget which impact on the Army. I'd like to think that will bring us home free this September 30th. However, I am quite concerned about your reaction to this objective reduction. I believe there could be a natural tendency to relax. We dare not. I look on this mission reduction as a kind of target of opportunity and ask all of you to not relax your efforts. Drive on. Approach your new goals with the same enthusiasm and enlist those high school diploma graduates.

The second matter I wish to talk about is the addition of new non-traditional MOSs now available for women. In terms of opportunity for women, I fully support this action. I know, however, that it will create some problems for Army recruiters--at least initially. The problems are these: there are as yet no unit--as opposed to training--vacancies available for fill by women in these MOSs; and "street awareness" is lagging. I'm working on both matters. We will be increasing our advertising of non-traditional skills for women, but feel that is far from being the only solution. The large number of REACT leads generated with minimal advertising emphasis on women--123,000 in FY 1977--suggests the possibility that we need to concentrate some attention on exploiting the considerable amount of interest that already exists.

The staff here will continue to study the problems involved in selling skills in these unfamiliar areas to women, and as we pinpoint the best ways to assist you we will press ahead with necessary actions. In the meantime I must call on you, as I have in the past, to make the most of what you already have to meet this challenge in the weeks and months ahead. You haven't disappointed me in the past and I am sure you won't now.

Good recruiting!

EUGENE P. FORRESTER
Major General, USA
Commanding

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DEADLINE — Photos and articles due first of each month two months prior to publication.

Phone:

C: 312-926-3918

A: 459-3918

FTS: 384-3918

Published monthly by the Office, Chief, Public Affairs, U.S. Army Recruiting Command as a medium for the active exchange of ideas between persons involved in recruitment and retention for the United States Army. Use of funds for printing this authorized unofficial publication has been approved by Headquarters, Department of the Army, 23 December 1975. Controlled circulation postage paid at Milwaukee, Wisc. 53201. Views and opinions are not necessarily those of the Department of the Army. Items of interest should be mailed to:

Commander
 U.S. Army Recruiting Command
 ATTN: USARCCS-PA (Journal)
 Fort Sheridan, Ill. 60037

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Our front cover photo is by MSG Wolfgang Scherp, *Journal* associate editor, emphasizing the concepts of "time" and "management," some things which are dear to the hearts of recruiters and career counselors. The back cover photo, provided by the US Army Intelligence and Security Command, shows one aspect of the MOS 05K, non-Morse interceptor, on the job in one of the command's units which are spread around the globe.





a manager's most important asset

By MAURY PEERENBOOM
HQ WRRRC

You've heard those time-honored clichés before—of course you have!

—“Time marches on!”

—“Time is money!”

—“Time stops for no one!”

These are certainly valid statements, but a slightly different way of expressing time management is taken from a movie circa 1953. Do you remember the “sci-fi” classic “When Worlds Collide”?

It's all about Mother Earth on a collision course with an alien planet. A group of industrialists, engineers and astronomers undertake a crash project to build a rocket ship to transport a group of men and women to a planet capable of supporting human life. Every possible asset is marshaled to build this space ship before the alien planet collides with Earth. Since the exact day of the collision is known, *time is of the essence*. The film sequences show the feverish

construction efforts. In one scene, the entire work force building the space ship sees a giant sign erected which underscores the thrust of their efforts.

It says: “Waste *anything* but *time*.”

Sure, this is something out of the “late show” but in reality, nothing could be a more vivid reminder in our intense recruiting race than the maximum effective use of our time.

We may not realize it, but all of us stand to profit by a personal evaluation of our individual time management process with the ultimate goal of continually improving how we use it in our recruiting mission. In that regard, let's take a look in on a “typical day in Recruitersville, USA” and see an example of how time *could* be mismanaged.

The scene: It's “oh-dark-thirty” on a Monday morning as “Reggie Recruiter” winches himself out of bed. Thirty minutes later, he's eating his breakfast and consuming his second cup of coffee. An hour later, he's off to the recruiting station by the first

rays of the dawn. He takes the usual route by the all night restaurant—gotta get that *third* cup of coffee down the hatch “to get started”—then there's the matter of picking up the morning paper from the rack on the corner. Eventually, he's at the station, and, being the first to arrive, he gets the office coffee pot going.

While it's brewing, time to read the newspaper. Let's see now . . . aha! The Packers won yesterday—that's four games now—Great in 78!—Dick Tracy has an interesting murder case going—hmmm—wonder what Spider Man has coming up next? Not much news here . . . well, let's try the puzzle. What's a six letter word for a sea bed crustacean?

Before our friend knows it, an hour of valuable time is gone and not a shred of recruiting preparation or production to show for it. Our recruiter drank numerous additional cups of coffee, had a few cigarettes more than he should have, engaged in idle conversation on any subject known to mankind *other than* recruiting.

By the time high noon rolled around, he had contacted no prospects, made no plans for the week ahead, worked no lead cards, had not formulated his high school visit schedule and had not reviewed his SMART board. The sands of wasted time slipped through his fingers. Compound this daily—then weekly—and the whole effort winds up totally wasted time.

Naturally, this is an extreme case, somewhat overdramatized. No recruiter worth his salt engages in this sort of practice. On the contrary, the well organized recruiter who truly exemplifies correct time management was not only at the recruiting station early, but enroute, had a good mental picture of his upcoming weekly “game plan” well in hand.

While driving to the station he probably did not have it down to the exact minute, but once he was at his desk, he got out the calendar, tablet pad and pencil and started making

some notes. To borrow a term from our Navy friends, he finalized his "Plan-of-the-Day"—a "schedule" for us landlubbers. Best of all, he executed it with a precision that would have made Woody Hayes, Tom Landry, or even the late Vince Lombardi proud. (All of these successful coaches have frequently spoken out on the value of good work habits including management of their time).

As our recruiter progressed

throughout his work day, he also kept notes of what he accomplished, what matters remained to be followed-up, what calls and visits he has to repeat and, finally, he assigned each task a priority for sequence and time allotted. He cranked in a suitable amount of flexibility into his "game plan" because, being a smart recruiter, he knew that the best laid plans of mice and men can—and will—occasionally go afoul.

The bottom line of successful recruiting isn't the amount of time available or the volume of prospects at hand. It is really how you make do with the available time and the results it yields. The keys to success are good planning, flexibility, good execution and a final analysis of the lessons learned and the results-to-time ratio.

Time may stop for no one—time may march on. But whoever said it can't work for you while it marches?



Average reading time: 3 minutes

Effective people management

Foundation is sound time management

By **CHRIS PHILLIPS**
St. Louis DRC

Effective people management in the recruiting station begins with the planning guide. The guide is an all-purpose tool for the station commander; it allows him to co-ordinate recruiter schedules, keep a record of what has been done and when, and evaluate the effectiveness of earlier plans.

"The most common problem with the planning guide is that recruiters tend to use it as a diary," says Sergeant First Class Tom Bloodworth, commander of the Alton, Ill., station. "The idea behind the guide is to evaluate what you have done in the past and to plan the future based on past results." A good station commander allots plenty of time to work on planning. "We devote at least half a day per week to planning time," SFC Bloodworth continues. "Planning time is probably the most valuable we spend."

Drawing up the planning guide is a process of interaction between station commander and recruiter. "I want my recruiters to make their schedules," says Sergeant First Class Jimmy Gould, commander of the Affton, Mo., station. "Then I go over their guides with them, adding a little, taking some things out, and changing schedules when necessary to insure that they spend the right times in the right markets. If they make their own plans, I've found that they tend to be more productive."

Although the recruiters should take part in planning

their schedules, the station commander must see that their plans fit within an effective format. "I don't allow my recruiters much leeway for initiative outside of the basic guidelines," says SFC Bloodworth. "There isn't room for any. But if a recruiter has ideas that sound promising, I let him add them to his planning guide. If I see that they're not working, he'll see that, too."

To be an effective manager, the station commander must see that his or her recruiters use their time effectively. The best way to manage time is to keep only one recruiter in the station at a time. The station commander should divide his or her time between the station and the entire territory. Thus, in a five-man station, each recruiter would be on the road four days per week. The one recruiter in the station would talk to walk-in prospects and set up appointments for the other four days over the telephone. The schedules should be changed each week to allow recruiters flexibility in making appointments and attending public events.

The recruiter's most important use of time is prospecting. "You have to allot at least 90% of your non-planning time to applicant contact," asserts SFC Gould. "The recruiter must use the telephone effectively to set up enough appointments to keep this kind of record." To see that his or her recruiters can devote enough time to prospecting, the station commander must take care of all administrative details. "You must run an administratively tight station," says SFC Bloodworth, "so your recruiters know that they don't have to worry about administration."

Sound time management

The station commander must see to it that the recruiters maintain a strong drive to achieve mission. He or she must see that recruiters are rewarded for their achievements. "I make sure my recruiters are rewarded with letters of commendation, plaques, and time off," says SFC Bloodworth. "But the biggest payoff is in personal pride." Sergeant First Class Glenn Hinton, station commander of the Grand Avenue station in St. Louis, agrees. "We have the DRC incentives, the gold badge awards," he says, "but the biggest incentive is the recruiter's personal ambition. Everyone here wants to be the best."

Problems, unfortunately, sometimes do occur. When they arise, it is the job of the station commander to correct the situation. The first step is to identify the problem. The station commander must work along with the recruiter and analyse his or her techniques. "I try to go out on the road with my recruiters," says SFC Bloodworth, "to see how they're handling different situations. I go to monitor

and to help them. If they're having problems, I let them know, and I tell them exactly what they should be doing." A station commander can also gain insight by going out into the recruiter's area alone, both in recognizing problems the recruiter must contend with and in discovering when an area is being worked insufficiently.

The key to being a good station commander is always knowing what is happening; the station commander must remain aware. Following up on planning guides is always necessary. An effective station commander must also be aware of his or her recruiters' production standings at all times. "I keep a great number of statistics and graphs to show me what the recruiters are doing," says SFC Bloodworth.

Above all, a station commander must stay in control; he or she cannot let personal feelings interfere with the business of recruiting. "I believe in being friendly with the recruiters, but you must always retain control," stresses SFC Bloodworth. "A recruiter should always know where he stands. You may not make a lot of friends as station commander, but you won't make any enemies, either."



Average reading time: 4 minutes

Successful people management

Built on morale and high spirits

By **MICHAEL GALBREATH**
Lansing DRC

There is no more important aspect of being a station commander than the ability to successfully manage people. While each and every station commander has his or her own way of dealing with the recruiters under them, there are certain basic management techniques followed by each successful station commander.

Sergeant First Class Nils Strombom, station commander of the Lansing, Mich., Recruiting Station, has achieved success as both a small station and a multi-man station commander. His techniques have worked

for him and although he seems to feel that the way he handles a station is the most logical, his observations should be of benefit to others. If nothing else they should provide a spark of recognition.

"The most important thing a station commander must do in the area of people management," says SFC Strombom, "and the thing he has to do continually, is to keep the morale and spirits of his recruiters at the highest possible level.

"That's a full-time job in itself," he adds emphatically. "But it always pays off because recruiters whose morale and spirits remain high will

continue to work for you and the station. They'll keep at making their objective even though there may be numerous changes in the mission."

Strombom takes a seat-of-the-pants attitude towards keeping morale and spirits at the best possible level in his station. He believes everyone is a different personality and that each of those personalities has to be massaged differently.

Although no two recruiters are the same, there are some things that are common to all of them, according to SFC Strombom.

"A station commander has to be sensitive to the needs of his people,"

he maintains. "If, for example, a guy wants a couple of days off and has been making production, I see no reason not to let him have it. And he goes off on pass rather than on leave time. And if a recruiter needs time off for a legitimate personal reason, I always try to give it to him if I don't think he's trying to take advantage of me.

"While I must also allow for personal differences," he continues, "I try to treat all my recruiters equally whether they're an E-7 or an E-5, male or female. You can't show any favoritism; or, to go to the other extreme, you can't really have a doghouse.

"Each recruiter is an important member of the team in this station," he stresses, "and I treat them that way."

A good station commander realizes that recruiters need as much information about their jobs as possible if they are to be expected to meet and exceed their objectives.

"Another important aspect of being a station commander is keeping the recruiters informed," SFC Strombom agrees. "I imagine the ideal way to handle giving out information is to hold short daily meetings. That isn't possible at this station because I have ten recruiters and two substations. But I talk to each one of my recruiters every day, if not face-to-face, at least on the phone.

"When my recruiters are out in their areas," he continues, "I have them call into the station every couple of hours or so, whenever possible. I can keep them abreast of any changes that may come up during the day and it shows them that I'm interested in what they're doing. I'll also be able to locate them in a hurry if I need to."

In the chain of command, the station commander is a direct link between the recruiter and both the area and the DRC. Sergeant First Class Strombom easily fills that link, but has an interesting observation about his function as a station commander when information moves down the chain.

"I think a station commander has

to act as a buffer between the DRC and the area and his recruiter," he observes. "With information that comes down that I feel may hurt my troops, I may hold off for a bit giving it to them or try to put it out in a tactful way, a way that won't upset them. It's a matter of knowing when to let them know; timing has everything to do with it.

Strombom is a station commander who follows the book as much as possible. But he is also creative enough to realize that he may have to find avenues that aren't in the book to get a recruiter producing for the station. Just as he knows each of his recruiters has a different per-

The key to being a good station commander is always knowing what is happening; the station commander must remain aware. Following up on planning guides is always necessary. Above all, a station commander must stay in control . . . cannot let personal feelings interfere with the business.

sonality, he also realizes that each of them goes at his job in a different fashion.

"Everyone recruits differently," says SFC Strombom, "and you have to give each of your recruiters room to do that. It seems that each of my people excels in at least one phase of the selling process. And I encourage them to refine the phases they're good at. But if a recruiter can't use the telephone capably but is still a successful recruiter, I'm not going to bug him about his telephone techniques.

"As long as a recruiter is making production, I'll leave him alone. But if he isn't making it, then I get down with him and it's back to basics."

The Lansing station commander reacts strongly to the oft held view that some people are not able to be-

come recruiters.

"I wouldn't say that there are some people who just can't recruit," he claims. "That hasn't been my experience. But there are some who lack the desire to recruit.

"Building that desire is a management process the station commander must tackle. When I run up against individuals like that, I constantly stay on their backs. I'll make joking type disparaging remarks to them, remarks that wouldn't bother those who are making production but which get under the skin, hopefully, of the non-producers. It often bothers them to the extent that they get moving and make their objectives.

"But," he adds after a pause for emphasis, "I never talk to any of my recruiters in a way that would humiliate them in the eyes of their peers."

As a former on-production station commander of a small station and now an off-production station commander of a multi-man station, SFC Strombom has had the opportunity to experience the differences those two positions hold.

"There's a world of difference in those two jobs," says SFC Strombom. "There is naturally some people management in a small station but it's more like an administrative position. In that situation, you're working with your fellow recruiters in trying to make your production as well as that of the station. You're trying to help each other out.

"But as station commander of a large station, you're trying to get your recruiters to work together and help each other while getting them to work for you and the station. It's a much more difficult position and a much more challenging one in many respects."

His track record proves that SFC Strombom is an excellent manager of people. He attributes his successful reign as station commander to one area.

"Everything is built on morale and high spirits," he concludes. "That's the basis of a successful recruiting station."





Enlistment package... most important package of data prepared

By MEDA USRY
Jackson DRC

To find out the importance of the enlistment packet, we got the opinion of someone who works with them every day: Master Sergeant Ted Harris, senior guidance counselor at the Jackson AFEES.

"The enlistment packet is probably the most important package of data, documents and items of personal information that will be prepared during an applicant's lifetime.

"This packet is the administrative foundation upon which each military career is built throughout the enlistee's service.

In looking at the reproduction of an "enlistment packet" from the 1860's, on the facing page, you wonder how such a "foundation" was built from one piece of paper. Colonel Robert D. Carter, commander of MEPCOM's eastern sector, provided us a copy of an "enlistment packet" from which we produced the facsimile at right.

"A correctly prepared packet allows everyone to process the enlistee quickly without delays and hassles, resulting in a contented enlistee who begins Army life with a positive attitude.

"On the other hand, a poorly prepared packet has the opposite effect, and in some cases can result in the loss of an enlistment.

"The recruiters' challenge of mission accomplishment is generally a tough one. They are driven to long hours of prospecting, following leads, interviewing and weeding out those who are ineligible just to come up with a few qualified applicants.

"Many additional hours and road-time between interviews are required in accomplishing administrative and statistical reports and charts.

"The recruiter who takes the extra 10 or 15 minutes to go back through each enlistment packet (with personal checklist) to insure completion, accuracy, legibility, and the inclusion of all required documentation saves a lot of heartburn for himself, guidance counselors, AFEES processing and most importantly, the applicant.

"Each enlistment packet is in some way different

from all others, but in each case reflects the personality and degree of confidence and success of the field recruiter who prepared it.

"The field recruiter has the sole responsibility for the first step in creating an enlistment packet; however, to insure that the enlistee arrives at the reception station with the proper documentation, much more monitoring is required, and this is where the guidance counselor's responsibility comes in.

"With the recent assumption of many tasks formerly performed by AFEES and reception station personnel, the guidance counselor now plays an even more important part in finalization of the 201 file for a new Army enlistee.

"A guidance counselor must be knowledgeable, alert, courteous, and conscientious in processing each applicant, keeping in mind that each action taken will have an effect upon the enlistee's future.

"Each word or figure entered on the pages of the DD Form 1966 plays an important role in the applicant's processing or it would not be required. Blank spaces, unverified information and incorrect entries cause unnecessary delays in reception station processing and undue hardship for the enlistee."

For every function of the Army there is a written guideline. In the area of Army enlistment, we know, it is AR 601-210 (sometimes referred to as the "bible" of Army recruiters). Chapter 4 carries the recruiter step-by-step through completion of every form required for Army enlistment. If one is thoroughly familiar with the reg and its current changes, it is difficult to make an error; difficult, yes, but not impossible.

The importance of attention to minuteness of every detail of the enlistment packet cannot be overemphasized, and time spent double-checking completed forms for accuracy is time well spent, since it might preclude trouble ranging from an embarrassing error to a fraudulent enlistment.

Of primary concern always, of course, is the assurance that the Army applicant is *eligible* for enlistment, and if the matter is tinged with the slightest unresolvable doubt (such as obtaining necessary waivers, etc.) such applicants will not be enlisted.

How important is the enlistment packet? Important enough to affect an enlistee for the rest of his life, that's all. . . .



VOLUNTEER ENLISTMENT.

STATE OF



TOWN OF

I,
born in
aged
a resident of
in the State of
years, and by occupation a

Do HEREBY ACKNOWLEDGE to have volunteered this
day of 186 , to serve as a SOLDIER in the ARMY OF
THE UNITED STATES OF AMERICA, for the period of THREE YEARS, unless sooner dis-
charged by proper authority: Do also agree to accept such bounty, pay, rations, and
clothing, as are, or may be, established by law for volunteers. And I,
do solemnly swear, that I will bear true faith and
allegiance to the UNITED STATES OF AMERICA, and that I will serve them honestly and
faithfully against all their enemies or opposers whomsoever; and that I will observe and
obey the orders of the President of the United States, and the orders of the officers ap-
pointed over me, according to the Rules and Articles of War.

Sworn and subscribed to at
this day of 186
BEFORE

I CERTIFY, ON HONOR, That I have carefully examined the above named Volunteer, agreeably to the General
Regulations of the Army, and that in my opinion he is free from all bodily defects and mental infirmity, which
would, in any way, disqualify him from performing the duties of a soldier.

Examining Surgeon.

I CERTIFY, ON HONOR, That I have minutely inspected the Volunteer,
previously to his enlistment, and that he was entirely sober when
enlisted; that, to the best of my judgment and belief, he is of lawful age; and that, in accepting him as duly
qualified to perform the duties of an able-bodied soldier, I have strictly observed the Regulations which govern the
recruiting service. This soldier has

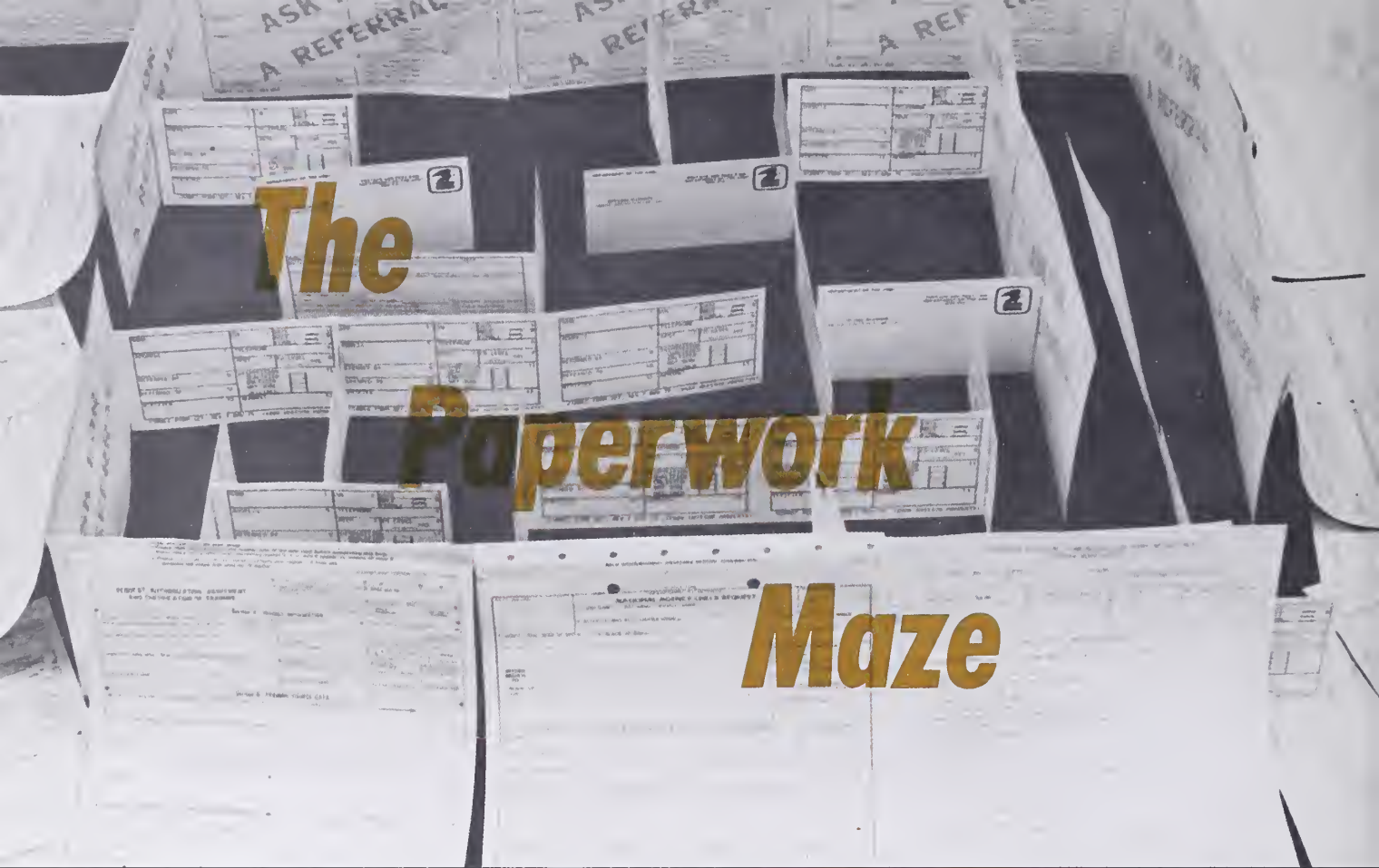
HAIR,	COMPLEXION, is	EYES,
INCHES high.		FEET

REGIMENT OF

VOLUNTEERS,

Recruiting Officer.

[Note will be made upon the margin stating whether the recruit is married or single.]



The Army is

During recent Congressional hearings on military recruiting practices, the Army was criticized for its complex and possibly confusing enlistment process and forms. The Army's enlistment contracts and recruiter promises are perceived as confusing, too technical, misleading, and not clearly spelling out what the enlistee was being promised by the Army. The committee considers that enlistees were not properly informed about the enlistment process, their training and the Army.

The Army is undertaking a number of actions to correct these perceptions. These actions include:

- Recommending to DoD revisions in DD Forms 4 and 1966 which

clarify and simplify wording and format;

- Developing an enlistment checklist consisting of simple, straight-forward facts regarding enlistment policies, Army benefits and entitlements, along with a realistic portrayal of Army training and service;

- Designing a packet of information to give to each new enlistee who enters the DEP answering the most frequently asked questions enlistees have about the Army and their forthcoming training;

- Developing a pamphlet for applicants and their parents to explain the decision points and poten-

**By YNC DAN CLANTON, USN
HQ MEPCOM**

There's an old and familiar adage that says, "An army moves on its stomach." In these modern times, though, we know that the Army and her sister services also move on paperwork. It seems as if not only the military service but our entire American society as well has designed a form to fit every occasion.

The Military Enlistment Processing Command (MEPCOM) goes through literally tons of paper each year to document the transformation of young men and women from civilians to members of the military community. By the time your enlistee

departs the Armed Forces Examining and Entrance Station (AFEES), his name and other information will have been transcribed onto some 30 or so forms and documents. These pieces of paper are vital to the enlistee. So vital, in fact, that they could and sometimes do spell the difference between being assigned to the training of choice or having to accept an alternate career field. The worst thing that could happen is for your applicant to be forced to accept a discharge because of an error or omission in his paperwork. A prime example is enlisting a person for an MOS that requires a driver's license or the ability to operate a motor vehicle only to find

out after the enlistee arrives at the reception station that he possesses neither prerequisite. The Army, like the other services, is not in the business to teach the enlistee skills that he should have acquired in the private sector. Therefore, it has little choice but to offer the trainee another job or release him to civilian life. This is somewhat akin to pouring water into a bottomless bucket when a fine young man or woman is enlisted into the service only to be discharged at the training center because of an administrative slip-up.

The advent of the All-Volunteer Force has produced an increase in the options which are available to enlistees. As a consequence, more forms and documents are needed to support enlistments for the majority of today's applicants. This problem is further compounded by the increased difficulty in obtaining police records checks by the recruiters due to a Department of Justice directive and new state access laws for police and court records. Hence, on 1 October 1976, we initiated the Entrance National Agency Check (ENTNAC) at the AFEES which meant, among other things, more paperwork.

This paperwork jungle keeps on growing and shows no signs of abatement. For example, just this past year, three new documents, the DD Forms 1834, 2057 and 2058, have been added to the pile. In addition, the requirement to include substantiating copies of personal documents was recently levied upon the individual recruiter. Without a doubt, the paperwork jungle is here to stay.

You may ask at this point, and rightfully so, "Why all the fuss about forms and documents?" And you could probably go on to say that your paycheck, and even your Army career, hinges on the number of peo-

working on the problem

tial hazards in the enlistment process;

- Designing and testing a system for use by Army guidance counselors in the AFEES to automate the production of enlistment documents using the REQUEST computer. Hopefully, the proposed system will reduce the number of erroneous enlistments of unqualified applicants by printing on one document a clear statement of an applicant's qualifications, skill for which enlisted, location of training and unit or area of assignment;

- Producing TRADOC Pamphlet 608-1 which provides useful information about the post where ad-

vanced individual training is given. These fact sheets include such things as what to expect in the way of post facilities and housing, what training will be like, and where to seek assistance and obtain answers to other questions.

Headquarters USAREC, and the DCSPER people welcome recommendations on ways to improve the recruitment process. Recommendations may be sent to HQ USAREC, Attn: USARCRM-M, or to HQ DA, Attn: DAPE-MPR. The Army must foster the perception of an honest and just institution where maintenance of integrity is the hallmark of our efforts to make enlistment goals.

The Paperwork Maze

ple you can recruit, not on how pretty your paperwork may or may not look. That's essentially true up to a point. Hypothetically, you can have all of your supporting paperwork in perfect order, but it's not worth one red cent if your future "Sergeant York" gets cold feet and decides he'd rather go back to driving Pa's new tractor.

MEPCOM, in its quality control role, has done a lot of work lately intended to improve the quality of not only the enlistment documents that accompany your enlistee to the reception station or his first duty station, but also those which are divvied out to other recipients as well. A brand new MEPCOM regulation, 600-6, provides a blow-by-blow account of who gets what, when forms and documents are distributed at the AFEES. A planned feedback system to consist of data provided by the reception stations will pinpoint errors and help to define problem areas. We also hope in the near future to add people at all AFEES to be quality control specialists. They will be charged with the responsibility of ensuring that the paperwork is correct, in the proper quantity and order of presentation. The goal is accuracy and uniformity in enlistment packet preparation throughout MEPCOM's 66-AFEES network.

MEPCOM recently hosted the second annual reception/recruit station commanders' conference. One subject which you may have already guessed to be in vogue was enlistment forms and documents. It may surprise you to learn that most of the reception station attendees mistakenly thought that AFEES personnel completed all forms and documents. They did not realize that these folks are directly responsible for preparing only the DD Form 4 (Enlistment Agreement) and 4c (Enlistment Agreement Continuation), the DD Form 93 (Record of Emergency Data), DOD standardized

travel orders, Standard Form 88 (Record of Medical Examination), Standard Form 93 (Record of Medical History), their attendant medical forms, and the DOD Form 1304.12K (ASVAB Scoring Worksheet).

The remainder of the forms and documents (some 20 odd in number) are the responsibility of the applicant, the recruiter and the guidance counselor. The "biggie" of this maze, the numero uno, is the well known six-headed monster, the DD Form 1966 (Application for Enlistment), which elicits a wealth of personal data from your applicant and is the source of information used to complete a number of other enlistment forms and documents. Since this form is usually completed by the applicant in his own handwriting, it is often difficult to read. You can help MEPCOM help you by stressing to your applicant that the information he enters on this form is extremely important. You might even suggest that he try to neatly print all required information.

A form's one reason for existence is its ability to display required information. I'm sure that you would agree that if you displayed all the information that is entered in the DD Form 1966 on a blank piece of paper, it wouldn't make too much sense. What you would have would be a mess of jumbled information without any convenient blocks or fields to identify it. Although the identifying information in certain fields of the 1966 may read like ambiguity in motion, and you find the print rather small, you shouldn't let this bother you since this form is designed to protect not only the Army but also your applicant. Those readers who were in the recruiting/processing business before the 1966 came into being, can well remember the host of forms/documents its creation eliminated.

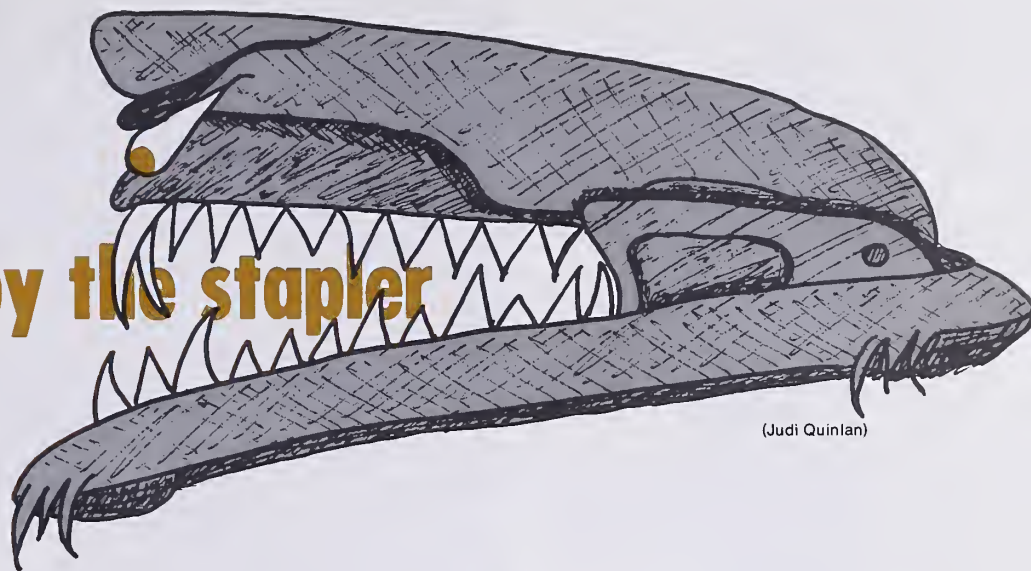
(According to Major Joseph Cidras, DCSPER action officer, the

DD Form 1966 in use since June, 1975, has been under review by MEPCOM and all services for improvement. A recent joint-service working group finalized a proposed revision of the form for submission to DoD for approval. The proposed revision incorporates the numerous suggestions received from the field on ways of improving the clarity of the form and of eliminating the small print with complicated language. Hopefully the form will be in the field by this summer.)

Most of you probably have never seen an AFEES in action. Sure, you bring applicants to the station and you know where it is physically located, but that is more than likely the extent of your personal contact with AFEES personnel, for once you've made your delivery, your counterpart—the guidance counselor—takes control. One interesting area of each and every station is the records breakdown portion of the processing section. Not only do your applicant's forms and documents get parceled out to seven different recipients, so do those of the Navy, Air Force, Marine Corps and Army Reserve. A statistician would be in his glory if he considered all the possible variations in the records breakdown scheme. More often than not, especially in the larger AFEES, the personnel performing this task are laboring under duress—literally working against the clock—to break down the enlistee's record in sufficient time to insure he is able to make his scheduled transportation to the reception station. You can imagine what the absence of one required form or document does to this operation.

As you can see, paperwork does play a very important role in the initial enlistment process. This role takes on added significance as one progresses in his or her military career. For example, there's this little piece of paper more commonly known as an efficiency report, but that's another story. 📄

Don't get bit by the stapler



(Judi Quinlan)

By SP4 KEN HOLDER
Journal Departments Editor

Office accidents—not the kind that happen when the boss' wife catches him flirting with the secretary—can be a costly problem.

Your first comment is probably, "Sure, what am I going to do, fall out of my chair?" Funny you should mention that because according to a 1975 *National Safety News* article, a certain aerospace company paid out \$102,000 just for injuries resulting from people falling out of their chairs.

That doesn't mean we need seat belts on our chairs or air bags on our desks; it just means we should be aware of some of the common office accidents and what we can do to prevent them.

The most common office accidents are falls. According to the *National Safety News*, falls were the most severe office accidents and were responsible for 55 percent of the days lost because of injuries. As a matter of fact, office workers, and recruiters can be classed as office workers, have a disability rate for falls that is up to two and one half times greater than that of non-office employees. Statistically, women recruiters are even more likely to suffer injuries than their male counterparts. Women had 53 percent of the injuries from falls as opposed to 25 percent of the men.

A California Department of Industrial Relations study showed three

out of four falls occurred on floors, stairs and sidewalks. The fourth member of this family of culprits comes from the chair jockeys. I'm sure you've all seen them; they sit back in any number of clever seating positions. There's the Star Trek position where they lean back in their chairs and say things like "Warp factor two" and "Watch out for the meteor storm Chekov."

Another favorite position is the feet on the desk, more commonly known as the "boss" position. For this one a cigar is a must. The only problem with these positions is that a sudden attack by the Klingons or a quick appearance by the *real* boss can cause one to be deposited in short order on the floor.

Actually most of the chair falls were no fault of the chairs. Most come from people thinking there is a chair where there isn't or getting up from a chair or moving about on a chair.

Another nominee in the falls category is caused by falls from various elevations such as ladders, loading docks and desks.

The California survey said nine percent of office injuries were results of bumping into things like doors, desks, file cabinets, open drawers and even other people. Office machines, spindles, files and staplers are also sources of injury.

Other accidents were caused by unbalanced filing cabinets falling on people, and drawers being pulled out

so that they fall on defenseless feet. Electric shock from frayed wiring or overloaded circuits and hot coffee in the lap can also prove to be irritating experiences.

There are steps that one can take to cut (no pun intended) accidents to a minimum.

- One should be careful when leaving or entering a room. Few things can be more painful than being hit in the face by a door.

- When working with office machines make sure you keep your hair, fingers and anything else you've become attached to out of them.

- Check for frayed wires and floor jacks placed in areas where you may fall over them. Whenever possible, keep electric cords under desks where they don't get stepped on and become worm or tripped over.

- File cabinets and supply cabinets should be placed where it would be difficult for them to fall over. The *National Safety News* suggests they be bolted to the floor whenever possible.

- Aisles, stairs and sidewalks can be extremely dangerous. The most important thing to remember is to keep them uncluttered and free of obstructions and, whenever possible, to use an anti-slip floor wax.

With a little preventive maintenance, office accidents can be minimized. In fact, when you get right down to it, office safety is as easy as falling off a chair.



A door to the past



Above left: battle flag of the 22nd Inf Regt; below left: Mich., recruiting station from the outside.



By **NANCY BARONE**
Detroit DRC

the architectural details of another era. The century old brick flooring adds an authentic note to the late 19th century decor.

When the idea originated to adapt a recruiting station to an historical theme, great care was taken in planning its refurbishing. With special USAREC funding, coordinated through the Detroit A&SP Division, the check-list included a roll-top desk with a ladder-back chair and an old style dial telephone with the familiar oval base (earliest working model available). Two Civil War type uniforms, complete with leather boots, were ordered for two large display windows, and a local flagmaker was tasked with reproducing a 34 star flag (circa 1864) and a Union battle flag of Holly's own 22nd Regiment of the 24th Michigan Infantry Division.

The walls are lined with prints of thirty early tin-types that were borrowed from the Detroit Public Library and blown-up to 16x20 sizes. Local residents also donated Civil War memorabilia that includes an 1862 War Bond, a Union Army sewing and mending kit, and a Civil War ration bag, all displayed under glass in specially designed cases..

Station commander, SSG Dave Horvath, is enthusiastic about the future of his one-of-a-kind recruiting station. "The people of Holly have gotten behind its restoration program one-hundred percent," said SSG Horvath, "and have been friendly and cooperative in helping us create an Army recruiting station that is an asset to their community. And it's fast becoming one of the foremost tourist attractions in the state."

When you step inside the U.S. Army Recruiting Station at the corner of South Saginaw and Martha Streets in Holly, Mich., (population—5000) you'll think you've stepped back in time a hundred years or so. Situated in the heart of the town's business district, this combination mini-museum and recruiting station has been incorporated in Holly's restoration program that was initiated to coincide with the nation's bicentennial celebration.

Nicknamed "Carry's Corner" (after Carry Nation, the Kansas City saloon-smasher), the building that houses the station dates back to the 1880's and its high walnut filigreed ceilings and leaded glass doors reflect



SG Jones and Civil War memorabilia; above right: SSG Jones at roll-top desk; below right: the Holly,



SSG Horvath (above) and SGT Brinkley (below) model some old uniforms.

Many students and parents alike have become history buffs and often stop by the station to look around and talk about the Army of today as compared to our nation's armies of the past. "We've had to bone up on Army history to field all the questions we're asked," said SSG Horvath, "and we've all become better informed recruiters because of it."

Restoration fever runs rampant every September when Carry Nation Days is celebrated in the Battle Alley area of downtown Holly where bar-room brawls used to erupt with regularity. This year Army recruiting was visible in the annual parade with two armored vehicles from the Detroit Tank Command, and SSG Horvath, along with SGT Don Brinkley and SSG Bobby Jones donned Army uniforms from three different eras and

were out walking the streets with local residents, many in costume. Later the recruiters took turns being the fall-guys in a plunk and dunk game and, unfortunately, too many contestants hit the mark and the luckless recruiters were dunked more than once. But the crowds loved it.

It's not easy being a station commander and a museum curator rolled into one, but SSG Horvath says it certainly is a challenge. Plans are in the offing to rotate some of the historical displays to keep up public interest and the recruiters are continually scouting the country side for appropriate "museum pieces."

In the meantime, the Holly Recruiting Station, an integral part of restored downtown Holly, is open for business and for browsing. And its prospects look good.





BEING EAGER describes Staff Sergeant Jerrel Long of the Denver DRC. He entered recruiting duty in October 77 and was scheduled for recruiting school in November.

Until he completed the course, and went on production, he was supposed to get some experience with the Denver DRC.



Bob and Don Long became training aids for their father when he decided to become a recruiter. They are now MPs.

Apparently, just helping recruiters with their paperwork, or sitting in on a sales interview wasn't enough for Sergeant Long. He wanted some hands-on practice, so he got his hands on the most convenient training aids available.

On October 31 he enlisted both his sons, **Bob** and **Don**, as MPs.

If there are any more young people left in the Long household, maybe they should hide somewhere until Jerrel gets the urge to practice out of his system. (Denver DRC)

"I LIKE THE MOVIE. I like the bag. I like the stuff in the bag."

These comments were made by a youngster named **Jerry**, during a visit by two Gainesville recruiters to his school recently. The "bag" and "stuff" Jerry talked about were a shopping bag with posters, stick-ons and other recruiting promotion items the recruiters gave to the children. The movie was a Fairchild film.

Sergeant First Class **Andy Fernandez**, in dress blues, and Sergeant First Class **Buck G. Lawhorn**, wearing a full camouflage uniform, gave presentations to students at Idylwild Elementary School in Gainesville.

Four presentations were given to a total of 400 stu-

dents. Each program included Fairchild films about Army life and a question and answer period.

The kids especially enjoyed SFC Lawhorn, whose outfit included a helmet, an M-16 rifle, a pack and camouflaged face and hands.

A typical comment was "Boy, do you need a bath!"

Several weeks later, the Gainesville Station received letters from the class. Comments in the letters? "I liked the movie." "Wow, it was great!" and "I liked Sergeant Lawhorn with his greasepaint on his face" were typical comments.

If Sergeants Fernandez and Lawhorn had any doubts about the practical value of the visit, they soon found out otherwise. Teachers, parents and the older brothers and sisters of the students began to call and drop by the recruiting office, asking for more information about the Army programs on the publicity items.

Good community relations resulted in several leads and enlistments after the program at the Idylwild School, and Gainesville's recruiters are planning another visit in the near future.

Long-range benefits? Sergeants First Class Fernandez and Lawhorn firmly believe that they have their objective made for the summer of 1985! (Charlotte Jones, Jacksonville DRC)

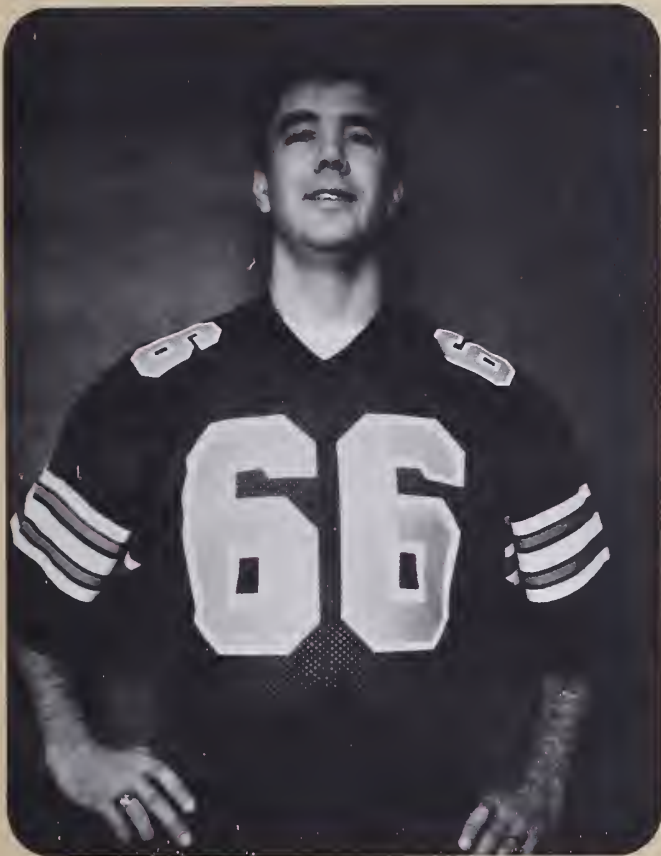
THE MUTUAL SUPPORT of Active and Reserve Component recruiters is receiving rave reviews from stations participating in the collocation program.

Since collocation began two years ago, 26 Reserve recruiters have collocated with DRCs at pilot locations in Chicago, Columbus, Detroit, Indianapolis, Milwaukee, Minneapolis, Oklahoma City and St. Louis.

Under the collocation concept, Active and Reserve Component production recruiters either share space on a limited scheduled basis or have an open-door policy on an "as needed" basis. In all cases, the sharing of leads and resources has produced positive results in enlistments and cooperation of the sales forces. Comments strongly endorse this mutual support program for its benefits to both coordination of effort and to morale.

Collocation contributes to the sense of well-being which is derived from being a part of a single goal-oriented force. As reenlistment receives attention from all levels, it will only be through this ready exchange of leads on a personal level that both Active and Reserve elements will be able to continue to provide our most important commodity; people. (Office of Recruiting and Retention, Headquarters, Fifth Army)

GRIZZLY ADAMS is not the only one who knows how to handle bears. **Staff Sergeant Ralph Frailey** is a "Bellevue Bear" and proud of it. He became a "Bear" to get involved in his recruiting community and to spend off-duty time in an activity he is interested in.



SSG Ralph Frailey poses for the camera in one of his quieter moments, but when he's on the field it's all business.

Just who are the "Bellevue Bears?" Why they are a new semi-professional football team this year. Sergeant Frailey plays the left defensive tackle position.

He had not played organized ball since 1969 when he played in the Navy.

How did he stay in shape? "Through the Army PT program," he explained. "I've always been in units that stressed physical fitness. Now I have my own program and have shed 17 pounds from my midsection."

Since joining the team, the Norwalk, Ohio, recruiter has been a guest on a radio talk show, and become assistant to the assistant defensive line football coach at a local high school. He has also been talking to his teammates about the Army. Although the 6' 5" 220-pound soldier-athlete is appreciated by the "Bears," his num-

ber one fan is his wife, Judy. (Carol Masek, Cleveland DRC)

RECRUITERS at Headquarters, 300th Military Police Prisoner of War Command (U.S. Army Reserve) here recently grabbed a lot of expensive publicity for the price of a \$35 entry fee, in the Second Annual Plymouth, Mich., Chicken Flying Contest, organized by the Plymouth Chamber of Commerce.

Although the command's entry, enlisted under the Civilian Acquired Skills Program and dubbed **Corporal Quick Chick**, turned in a lackluster flying performance, the event was a triumph for the command's public relations effort.



How do I get out of this chicken outfit?

Besides being mentioned in local newspapers, Corporal Chick and her recruiter handlers appeared on the news broadcast of at least one major Detroit television station (which showed a special interest in the madcap competition because it, too, had a chicken entered).

The actual flying contest was preceded by a parade through downtown Plymouth by all 150 entries. In this spectacle Corporal Chick rode in style, nestled in the arms of her handler, who was seated on a chicken coop on the hood of a military ambulance, flanked by a marching MP honor guard.

The chicken's green-and-gold MP cape, emblazoned with the 300th shoulder patch, is tucked safely away for next year. And, despite some muttered threats that another poor showing would result in a court-martial and punishment by frying squad, it is unlikely that such a dire fate would ever be allowed to befall a trooper with so much talent for advertising. (300th MP POW War Command)



"OUT OF SIGHT, out of mind," is a saying that some Philadelphia recruiters believe in firmly.



Letting people know you're there is an important part of recruiting in a shopping mall. With this poster SFC Epreval Weeks and SSG David Evans shouldn't have to worry.

Sergeant First Class Epreval Weeks and **Staff Sergeant David Evans**, two of Willingboro, N.J.'s shopping mall-based recruiters, stand in front of the giant Army ad that was assembled inside the mall from surplus billboard panels.

"They'll know we're here now!" said SFC Weeks. (Maureen Goth, Philadelphia DRC)

THE CB CRACKLED and the message touched the heart of Charlotte, N.C.

"Breaker 19 all you 18-wheelers, we've got this little boy we're trying to help; his heart stopped. The family needs a bunch of green stamps."

"You've got the South Carolina Cycle Man here," was the comeback. "We can always dig up a couple of Green Stamps (dollars). West bound, catch ya this afternoon on the flip flop (return), that's for sure."

"Seventy-threes (regards) to the Cycle Man and spread 'em around (pass the word) on that Super Slab (Interstate)."

Staff Sergeant John Snyder, PSNCO for the Charlotte DRC, is the president of the 40-member Charlotte Monitors CB Club operating out of a camper in a restaurant parking lot. His CBers stayed on Channel 19 around the clock raising more than \$7000 for an 11-year-old boy with heart and home troubles.

According to Sergeant Snyder, **Gary Lee Lockamy's** ailing heart stopped during a friendly tussle with a friend. Partially revived by mouth-to-mouth resuscitation from a neighbor, the fifth grader was taken to a local hospital where a pacemaker was placed in his chest. This enabled him to leave the hospital for home and hopefully a return to a normal life.

"Home, for Gary, is a place long on love but short

on cash," Sergeant Snyder recalled. "His father has been totally disabled since his second open-heart surgery. His mother is legally blind. The family, including another son, lives on social security of approximately \$300 a month. The rented house that is Gary's home was without heat because the Lockamy's didn't have the \$150 deposit for natural gas."

"When the message hit the air," Snyder continued, "response was immediate from faceless people with unforgettable handles like **Blue Caboose**, **California Wild Man**, **Dusty**, and **Sweet 'N Low**. Young folks, people from out of town, folks out shopping, sent in money and words of encouragement to the Lockamy family. **Mr. Kays Gary**, popular staff writer with the Charlotte Observer, ran the story in his column and Charlotte responded."

The Charlotte Monitor CBers, working around the clock they didn't watch, pitched for Gary and his family until the money was raised to defray the hospital bill.

"Gary's home is heated now," Snyder said, "not only with fuel but also with the warmth of compassion from CBers who had a heart." (SFC Edward Cannata, Charlotte DRC)

THE BENEFITS of utilizing major local television stations to spread the Army message are already well documented, so here's a success story about working with the smaller, less publicized broadcast outlets in the area.

Staff Sergeant Earl Bailey, commander of the Ansonia, Conn., recruiting office, recently demonstrated that cable television can indeed be a "recruiter's best friend."

In working during the past year with his local "Valley Cable Vision," a cable TV outlet serving 16,500 homes throughout his recruiting area, SSG Bailey made the Army a star in numerous productions. Not only has the station extensively used "Report to the People," but it has also regularly aired "U.S. Adventure." In addition, local recruiting personnel have served as guest sports casters for high school football games, and future plans include a live sports clinic telecast.

Credit for Sergeant Bailey's phenomenal success can be attributed to personal initiative, as well as to outstanding community support. When he and his former commander, **Sergeant First Class David Sotomayor** contacted the station for assistance, the cooperative attitude they found was overwhelming.

Much of the thanks goes to Valley Cable's program-

ming director, **William Shanahan**, whose public service philosophy has long been an asset to local organizations. "Our station is essentially 'of,' 'by,' and 'for' the people," Shanahan explained.

"We encourage the community to take the initiative to become involved in local programming. As long as the Army's message is informative in nature—and not blatant advertising—I'm more than happy to accommodate the recruiters if they'd like to come to the studio and record." What better medium could the Army have?

To transfer Army PSA material to the station's video tape cassettes, SSG Bailey made use of his rapport with another nearby organization, his local high school's audio visual club.

Have the recruiter's media efforts been successful in increasing Army visibility in the area? "Definitely," Sergeant Bailey says.

"We've had numerous comments from parents, especially on Report to the People, indicating they found it an excellent, informative film. People have also approached me in malls, in schools, and in my office, remarking that they've seen and heard the material. You couldn't have better proof than that!" (New Haven DRC)



MEMBERS of the Bothell Wash., High School football team held their pre-season training camp at Fort Lewis thanks to **Sergeant John Brown**. The team stayed at a National Guard facility nearby and used Ft. Lewis's football facilities. (Jim Simpson, Seattle DRC)

A COLD WIND and a promise of rain didn't dampen the spirits of recruiters and students at Santa Teresa High School, San Jose, Calif.

It was the day the Army's Worldwide Opportunities Van came to school.

Sergeant First Class Leon Lehman, San Jose Almaden Recruiting Station, guided the big van into position in the student walkway inside the school entrance.

And there was **Harry Goularte** a young stock car racer on whose car WRRRC had purchased advertising during 1977-78. Goularte, one of the top NASCAR rookies on the West Coast, had his red, white and blue race car, decorated with giant "super eagles" and recruiting messages.

Goularte and his car were surrounded by a crowd of students five and six deep. Explaining the various facets of his car, Goularte held the group spellbound with tales of 200 m.p.h. speeds and blown engines.

Meanwhile, SFC Lehman, assisted by recruiters **Staff Sergeant Dick Staube** and **Sergeant Jerry Maurer**, were inviting students around the car to come into the van for the show. Once the van was filled, the show began, leaving several disappointed students lined up outside for the next show.

The 10-minute, multimedia sound and slide show ended with a talk by one of the recruiters on the advantages of Army enlistment.

The students were also invited to attend a meeting with Lehman in the career center at noon.

During the recess, several teachers approached the van and made appointments to bring their classes in during the next class period. At noon the van personnel switched the show to one lasting only four minutes, to accommodate more students.

By the end of the day, 243 students had seen the van and recruiting presentation.

Results? By the middle of the following week the Almaden recruiters reported a half-dozen phone calls from students who had seen the show, and had three appointments lined up. (Gil Hogue, San Francisco DRC)

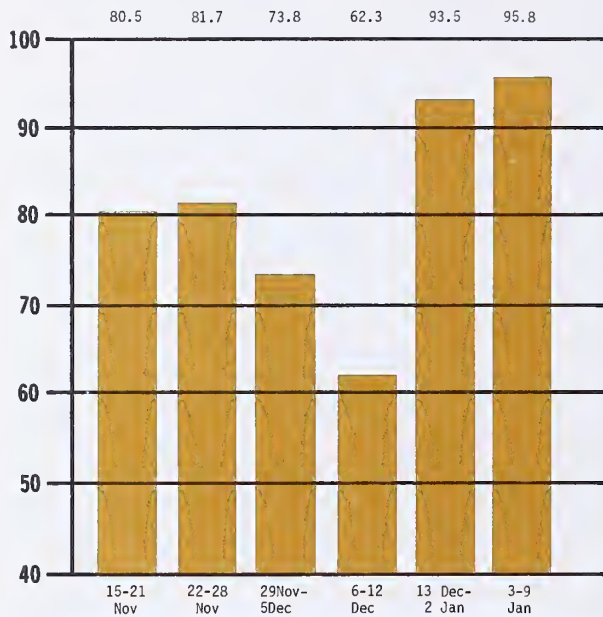
COMMUNITY INVOLVEMENT is a normal, everyday event for **Staff Sergeant Jimmy Bradley**, recruiter in Gallatin, Tenn.

In addition to his recruiting duties, SSG Bradley is secretary-treasurer of the local Quarterback Club, president of the Little League, coach of the Senior Babe Ruth Baseball team and commander of an American Legion Post.

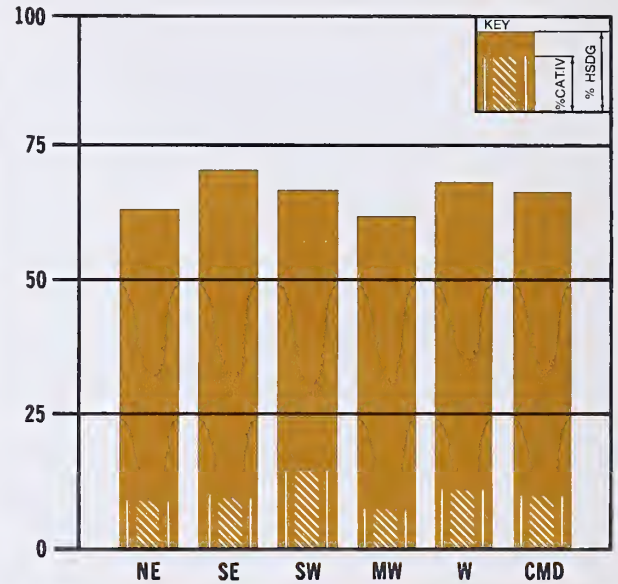
With all of this going for him, is there any question as to why Sergeant Bradley has the Gold Recruiting Badge and one Sapphire Star. (SFC E.P. Tate, Nashville DRC)



Q-2



Percent of objective accomplished for shipping periods indicated.



Percentage distribution of male NPS high school diploma graduates and NPS male Cat. IVs by region through 9 January 1978

QUALITY & QUANTITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 13 shipping periods 1 Oct 77 thru 9 Jan 78)

13 of 13 weeks	Atlanta	7 of 13	Harrisburg	3 of 13	Albuquerque
	Balto-Wash		Philadelphia		Chicago
	Beckley	6 of 13	Boston		Milwaukee
	Charlotte		Syracuse		Newburgh
	Cincinnati	5 of 13	Columbus	2 of 13	Minneapolis
	Columbia		Newark		Omaha
	Jackson		Phoenix		San Francisco
	Jacksonville	4 of 13	Albany	1 of 13	Dallas
	Louisville		Cleveland		Denver
	Miami		Des Moines		Kansas City
	Montgomery		Detroit		New Haven
	Nashville		Houston		Niagara Falls
	Raleigh		Indianapolis		Oklahoma City
	Richmond		Little Rock		Portland
	San Juan		Long Island		Salt Lake City
11 of 13	Concord		Los Angeles		Seattle
	Honolulu		New Orleans	0 of 13	Sacramento
8 of 13	Lansing		Pittsburgh		Santa Ana
	Peoria		St. Louis		San Antonio

DECEMBER

QIPS credits/recruit

1. WRRC	6.155
2. SERRC	6.089
3. NERRC	5.880
4. SWRRC	5.626
5. MWRRC	5.624
Command	5.907

QIPS credits/recruiter

1. SERRC	23.539
2. WRRC	13.024
3. SWRRC	12.969
4. NERRC	11.281
5. MWRRC	5.982
Command	12.182

Top DRCs *

1. San Juan	6.970
2. Atlanta	6.611
3. Richmond	6.349
4. Columbia	6.191
5. Montgomery	6.171
6. Nashville	6.138
7. Raleigh	5.996
8. Jacksonville	5.994
9. Miami	5.948
10. Balto-Wash	5.928
11. Louisville	5.925
12. Cincinnati*	5.270
13. Beckley	5.247
Jackson	5.247
14. Charlotte	4.719

Top DRCs *

1. San Juan	34.125
2. Columbia	31.985
3. Raleigh	29.122
4. Montgomery	29.049
5. Miami	25.000
6. Atlanta	24.671
7. Jackson	22.786
8. Jacksonville	21.269
9. Richmond	20.194
10. Balto-Wash	19.317
11. Nashville	18.836
12. Louisville	17.083
13. Charlotte	16.554
14. Beckley	13.735
15. Cincinnati*	8.000

* Only those DRC that accomplished their quantitative objective each week during the reception station month starting on 29 Nov and ending on 26 Dec were eligible for consideration. At press time figures through 12 Dec were the latest available for MWRRC.

Why we aren't up to our necks in dragons

or

A comparison of HSDG and GED

By **SP5 SUE DONYM**
HQ USAREC

In the days of yore, there were some young people whose job it was to talk to other young people about the advantages of becoming a defender of their land from the many dragons that abounded. Many people answered the clarion call and together they made their kingdom strong and safe from dragons.

However, the leaders of the kingdom closely observed the people who answered the call: they watched every step, saw them sweat profusely and strain every fiber in their bodies to prove strong enough to remain members of this elite brotherhood of warriors. Alas, they sighed in their tower, not all proved as strong, as bright or as persevering as some of their comrades. Some of these young altruists went back to their own fiefdoms to find other places of employment.

Now these leaders considered this a serious problem, and rightly so. Many pieces of gold had been spent to make these people into kingdom defenders, but many fledgling warriors could not survive the rigors of the basic survival course.

The leaders sought out their wizards to find a way to tell in advance who would not survive the rigors of training. Was it all the people with blue eyes? Was it all the people who are left-handed? Was it all those who are fair-haired? The ones with warts? Without warts? None of these

seemed to be predictors of success or failure.

Finally, a lesser-known wizard from the deepest, darkest corner of the castle by the lake suggested that perhaps success during their earlier tutelage might be an indicator of success as a defender of the castle from dragons.

"Lo," he quoth, scanning his Univac abacus printouts, "we have apprentice defenders coming to us from the High Society of Dragon Garroters (HSDG) and from the Grand Exterminators of Dragons (GED), and success rates of people from both schools do not match."

"Zounds," said a squire, "our abacus appears to have spake truth."

But, throughout the land, there were those who scoffed. When they saw the green printouts, they could not disagree. It was indeed true that people who had papers from the High Society of Dragon Garroters (HSDG) did complete the basic survival course more often than those who had papers from the Grand Exterminators of Dragons (GED). The rigors of the training were less difficult for the HSDG than for the GED.

And it came to pass that, after the Univac spake further, three of every four HSDG would be able to defend their castles for the allotted period, but only two of every four GED could be counted on for the full course.

Now this miraculous discovery was spread far and wide throughout the realm. The decree went out to

seekers of patriots, "Look especially for those HSDGs!"

The word went out on all available pieces of papyrus: if all procurers of patriots concentrate on people who have papers from HSDG we will save time, money and everything.

Many of the seekers after patriots heeded the words and found the wizards words to be true. But, still others scoffed. Some said, "I see no verity. What's so magical about a piece of paper from HSDG? I have my paper from GED and am I not one who survived the rigors of survival training? Your words are balderdash." So he immediately posted a missive to his leader expressing his unbelieving.

And verily, a representative of the leader communicated forthwith and said, "You are right—and you are wrong. You are right in that some who hold the paper from GED are able to survive the initial rigors and become diligent defenders. You apparently are one of them. Consider yourself fortunate.

"On the other hand, you are wrong in saying this is balderdash. Long periods of observation have proven that holders of papers from HSDG are more likely—by a substantial amount—to stay with the people who have joined the people to defend their country."

And the last scoffer became a believer and the seekers of HSDG paper holding patriots continued to provide the strength to keep their country strong and free of dragons. 🐉

A recruiter aide:

He talked to anybody,



Story and photos by
JOHN KASPER
Baltimore-Washington DRC

Eleven enlistments were credited to a recruiter aide who passed the word around that he was home and then went "where the people are."



In the photo at top, Staff Sergeant Leonard W. Buck, Jr., (left) and Staff Sergeant Roland D. Gladden, Jr., (right) explain to Private Edward C. Williamson what his duties as a recruiter aide will be in and around the Georgetown, Del., recruiting station. Above, Private Williamson proves his comment, "I like to talk."

anywhere, anytime

Looking out on the street from the window of the Georgetown, Del., Recruiting Station, Private Edward C. Williamson explained why he is a superstar among recruiter aides. "I see people on the street. But I'm in here, and they're out there. The only way they'll come in here is if I go out there."

During his 30-day assignment to the Georgetown Recruiting Station, PVT Williamson brought eight of those people into the Army. And during a 30-day extension to his original assignment, he convinced another three young people to enlist. That's a total of 11 enlistments in 60 days, an outstanding performance by this recruiter aide and his recruiters.

The recruiters instrumental in PVT Williamson's success are Staff Sergeants Roland D. Gladden, Jr. and Leonard W. Buck, Jr. The teamwork between recruiter aide and recruiters that led to 11 accessions for the Georgetown station is similar to that between a guard and the forwards on a winning basketball team. Williamson assisted his recruiters in making the goal, and what was important was that the goal was made and that the team won. As SSG Buck explained

it, "Private Williamson got prospects interested enough to come in, and Sergeant Gladden and I took it from there. We, the recruiters, sold the Army." And Williamson agrees. "My job was to get people into the station. From there, the recruiters took over. What I didn't know, the recruiters did."

What PVT Williamson knows, and knows well, is how to get people into the recruiting station. To do that, the first thing a recruiter aide must do is make himself known. Private Williamson "passed the word around" that he was home and that he was a recruiter aide. Then, he went "where the people are": fast-food restaurants, convenience stores, pool-rooms, basketball courts, or just out on the streets of Georgetown and neighboring communities.

In addition to going where the people are, he went there whenever they were there. This included talking Army at 2 a.m. with a group of young people who were having a rap session on the sidewalk outside his home in Lincoln, Del., 12 miles from Georgetown. The result of this early-morning rapping was an enlistment for the station.

like a high-school grad or a senior, I'd rap to him," Williamson commented. "I like to talk. I don't care who it is or what he wants to talk about. I'll talk." He didn't, however, make the mistake most recruiter aides make, according to SSG Buck. "Most recruiter aides start talking Army right away, and that scares people off. Private Williamson established rapport first, and then eased the Army into the conversation."

Staff Sergeant Gladden has observed that most recruiter aides just talk to their friends and neighbors and pretty soon run out of leads. Williamson, on the other hand, would talk to anybody, anywhere, at anytime. And when his prospects enlisted, this recruiter aide would tell them to bring their buddies to the station, explaining that this would not only help their friends but might get them a stripe.

Private Williamson joined the Army right after graduation from high school. He'd never sold anything before becoming a recruiter aide, and although he may be a born salesman, his recruiting techniques certainly can be learned and applied by other recruiter aides.



IG Commendable Areas

All recruiting areas in SWRRC have now been inspected. On the basis of outstanding performance in each of the functional areas outlined in the July 1976 issue of the *Journal*, it is the consensus of the IG and

the region commanders that the areas listed below (alphabetically) were performing their mission in a commendable manner. To them go our congratulations.

Albuquerque Area — Albuquerque DRC

CPT George M. Cordray
MSG Ermilo Leal

Shreveport Area — Little Rock DRC

CPT Victor D. Faulkenberry
MSG Bobby G. Potter

Hattiesburg Area — Jackson DRC

CPT James R. Siket
MSG Larry D. Moss



Notable and "Quotable"

The Army and its people

"Although the volunteer Army has succeeded in the active force, we have not done as well in recruiting and retention for the Army National Guard and the Army Reserve as we have for the active Army. Various reasons make it difficult for them to get the volunteers they need. They have suffered from declining manpower strength for several years, despite the time they have spent in recruiting. I am encouraged, however, by the results of the last two months (as of October 1977) which show a net increase in their strength. All of us . . . must encourage and assist this improved recruiting."

CLIFFORD L. ALEXANDER
Secretary of the Army

"I have a great respect for the Spirit of the Reserve Components; however . . . we have not made the volunteer Army a success in the Reserve Components. . . . They deserve our support and attention."

GENERAL FREDERICK KROSEN
Commander, FORSCOM

"We have deficiencies, but the men and women in today's Army are the most highly motivated and best prepared peacetime soldiers I've seen in my 34 years of service."

GENERAL BERNARD W. ROGERS
Chief of Staff

Issues that affect Army people

"The Army must devote more energies to issues that affect our enlisted men and women; . . . more resources devoted to housing, particularly for our younger soldiers and their families; more recreation, particularly for isolated units. I see myself as the soldier's advocate on these and other issues and I know many of you will join me in this role."

CLIFFORD L. ALEXANDER
Secretary of the Army

Reserve forces would perform critical missions in any future conflict. My administration is committed to ensuring that these vital forces are fully manned, well trained, well equipped, and capable of rapid mobilization and integration into the active force in time of national emergency.

"The programs available in the Reserve offer an excellent opportunity for many young men and women to learn valuable skills while also serving their Nation."

Statement by President Carter
September 30, 1977

"Our Nation continues to depend for its defense upon our Reserve forces. Under the total force concept,

USAREC and its people

"I think that of all the things I've seen in the Recruiting Command, I've seen a greater improvement in (the kind of recruiter we are getting) than in any other single thing."

"There was a time . . . two years ago when we got a recruiter out of Ft. Harrison, it was six to eight months before he was an effective recruiter. Today . . . the average recruiter is effective within six to eight weeks. . . . This is a function of two things: one, we're get-

ting a better quality individual to go into the course; and two, the course is better. You put these two things together and you end up with a better product when you come out."

MG EUGENE P. FORRESTER
As interviewed in *Inside the Turret*,
Ft. Knox, Ky.





USAREC-USAR Recruiting Underway

With the pilot program for Reserve recruiting assistance underway in several DRCs, we sat down with COL John G. Burbules, Chief of Reserve Component Recruiting at HQ USAREC, and asked him to tell Journal readers about some of the finer points of the program.

Journal: Why is the Active Army taking over the Army Reserve recruiting mission?

Burbules: The Active Army is not "taking over" the Army Reserve recruiting mission. Under this program USAREC will be providing a partial management capability for the Reserve recruiting effort that has not previously existed. It should be added that USAREC and USAR will be working as partners to assure total readiness of Today's Army. There's going to be give and take from both houses.

The number of recruiters authorized in the USAR has been increased to over 1300 during the past 15 months. These new assets, combined with USAREC middle management, are expected to make the USAR recruiting effort more effective and free USAR commanders to concentrate more on training, readiness and retention of personnel.

Journal: What does the program involve?

Burbules: The program involves coordination between the Army Reserve and USAREC to accomplish the Reserve recruiting mission. The assistance USAREC will render will

take primarily the form of mid-level management. This will be supplied chiefly by the DRC and area offices. USAREC will supply this management capability for the USAR troop program units within the DRC areas.

Second, USAREC policy and procedure will govern recruiting operations within program areas.

Third, USAREC will participate in Reserve recruiter selection and release procedures, including administration of malpractice actions. The major ARCOM retains responsibility for terminating the attachment of Reserve recruiters to USAREC elements upon request of the DRC commander, for cause.

And fourth, USAREC will be given objectives from FORSCOM for assignment to region, which in turn breaks them down to participating DRCs.

Journal: What is the point of phasing the program?

Burbules: We're trying to avoid a "D-Day" type approach. Launching the program in all three regions involved simultaneously would be difficult. We want to avoid the shock of this sudden change by phasing it in. It

would be a disruption of normal recruiting activities to have the programs begin all at one time. Another advantage of this approach is that we hope to learn from our mistakes. By starting out bit by bit, we will be able to see what is working and what isn't and this will enable us to avoid errors as we go along. By the time the program is fully implemented, we should have most of the difficulties ironed out.

Journal: What is the schedule for this program?

Burbules: There are no firm deadlines. Termination or expansion of the pilot program will be determined by evaluation of operations within the 10 DRCs and participating Reserve units. Expansion or follow-on efforts will be delayed or postponed indefinitely until problems (if any) encountered during the pilot phase are resolved. By 1 July 1978 we expect sufficient experience will have been obtained to permit an initial, broad scope, evaluation which will be used in determining the value of continuing the program.

Journal: Will additional funds be required for this program? If not, how is it being funded?

USAREC-USAR Recruiting Underway



COL John G. Burbules, Chief, Reserve Component Recruiting (USAREC), discusses the Reserve recruiting pilot program with a member of the Journal staff.

Burbules: The added responsibility will add little, if any, to USAREC's budget. Military and civilian pay of Reserve recruiters will continue to be the direct responsibility of the USAR, as will applicant travel, meals and lodging, local advertising, communications and vehicles. The costs of recruiter travel, expense allowances, supplies, and awards will be paid by USAREC with funds provided by the USAR.

Journal: Why was Syracuse and central New York selected for the pilot program?

Burbules: Syracuse DRC was selected for a number of reasons. First, central New York, and eventually all of New York state, closely parallels the recruiting territory of both the Reserve and the Active Army boundaries, simplifying operations. Second the Reserve and Active Army in the Syracuse area have a history of excellent working relationships dating back to the inception of the volunteer Army. Third, the Syracuse DRC and central New York geographic areas represent a good mix of urban and rural territory and become an excellent reference for the future implementation of the program nationally. Fourth, the central New York region is a challenging area for Army recruiting due to the variety of educational and job opportunities for young people. At the same time, both the USAR and the Regular Army have enjoyed recruiting success in the area. A close coordina-

tion of recruiting, therefore, will furnish a good indicator of the potential for recruiting success of the Army as a whole.

Journal: Which additional DRCs will also be participating?

Burbules: It's planned that 10 DRCs will be involved by March 1. The pilot program will spread to the midwest and western areas of the country. The next pilot program will be in Columbus, Ohio. Other proposed sites identified are Niagara Falls, Albany, Newburgh and Long Island, New York; Cleveland and Cincinnati, Ohio; Seattle and San Francisco.

(Since the date of this interview, all DRC's listed above have begun participation in the program.)

Journal: Is there an objective in terms of numbers?

Burbules: The total required accessions for the USAR during FY 78 is 66,000, which will meet the budgeted paid drill strength of 196,000 for FY 78. The number of accessions required by the USAR units involved in the USAREC recruiting program is substantially less. The number of accessions required by Reserve units involved is a proportional share of the total requirements.

Journal: What training is planned for the areas and DRCs to learn the Reserve system?

Burbules: It's not going to be a one way street. People from the USAR and USAREC are meeting together for

orientations. These will be an exchange of information so USAREC learns about the USAR and the USAR sees how USAREC does things. The orientation will familiarize each with the other's special procedures, documentation, and so on. However, USAR recruiters will recruit only for the Reserve, though they may make referrals when appropriate to Active Army recruiters, Active Army recruiters will recruit for the USAR as well as the Active Army.

Journal: How will advertising be handled?

Burbules: National advertising will remain the same. Locally, advertising programs in support of USAREC and USAR will continue to be separately designed, funded, and implemented by the respective USAREC and USAR personnel. They will coordinate their efforts to insure both advertising programs serve mutual interests in pilot program areas.

Journal: Will USAR recruiters be entitled to proficiency pay like their Active Army counterparts.

Burbules: Yes. OSD has approved a DA request to begin payment of SDAPP to Army Reserve and National Guard recruiters effective on 1 October 1978—for FY 79. In fact, DA is attempting to accelerate that date.

Journal: Does this program mean that DA is dissatisfied with the USAR



recruiting effort?

Burbules: No. The USAR recruiting program is starting to show marked improvement. The USAREC recruiting program is intended as an assistance program for the USAR. USAREC's assistance to the USAR will enable the Reserve commander to devote more attention to retention and training matters, which will improve the readiness capability of the USAR.

Journal: Isn't retention the real problem of the USAR?

Burbules: Yes. That will be a principal advantage of the program. Strength maintenance in USAR is a multi-faceted challenge. For example, recruiting, training, retention, leadership, maturation, logistics, and many other considerations impact favorably or unfavorably on unit end strength. Assistance by USAREC in the management of full-time recruiters and recruiting resources will lift recruiting program management burdens from Reserve commanders, thus allowing an increased opportunity to concentrate on the other factors affecting unit end strength. A desirable objective is to recruit increased numbers of NPS personnel into Reserve units, thereby decreasing short-term enlistments and enhancing force vitalization.

Journal: Isn't the responsibility of the Reserve and its unit commanders being usurped?

Burbules: No. The recruiting pro-

gram will be one of partnership, orchestrated in cooperation between USAREC and the Reserve commands. The USAR commanders will continue to play an important part in recruiting by providing leads and referrals and maintaining the link between USAREC and the community. USAREC will have the responsibility for day-to-day supervision and organization of the individual recruiter effort. The Reserve commanders will continue to maintain responsibility for retention.

Journal: Won't this program degrade the recruiting effort for Active Army and National Guard accessions?

Burbules: No. We look for this program to enhance the recruiting and referral effort of both the Active Army and the Reserve Components.


Journal: Can USAREC afford taking on an additional burden? Will this affect its primary mission?

Burbules: The assumption of the Reserve mission will not impose a significant additional burden on Active Army recruiters. The purpose of working with the Reserve is to supply mid-level management expertise, basically that of the DRC and area. The extra work involved will be more of an administrative nature, as our recruiters will primarily be making referrals—just as they do now. In some cases, Active Army recruiters will enlist personnel directly into the USAR.

Journal: Will there be any difference in the calibre of recruits the Reserve will bring in the service?

Burbules: Very little. USAR enlistment eligibility, as established by HQ DA, is basically the same as for the Active Army.

Journal: What do the Active Army commanders and recruiters think of this, and what do their USAR counterparts think of the program?

Burbules: Overall, both Active and Reserve recruiters and commanders are optimistic about the program. In the Syracuse area, both have shared a good working relationship, often working together informally. The Active Army recruiter has often called upon the USAR for special assistance for demonstrations and other support. The USAR has also called upon the Active Army recruiters for assistance by means of referrals. In short, the Vice Chief of Staff of the Army has given us a mission, and we are moving forward to accomplish our objective. 

Among the attendees at the Syracuse DRC conference on USAREC-USAR Recruiting were MAJ Charles S. Miller, Commander, Syracuse AFEES (left) and MSG Daniel G. Connolly, Watertown Recruiting Area Assistant Commander (below). The conference, in early November, was held to break ground for the pilot program on Reserve recruiting assistance. Reserve recruiters and other Reserve personnel were also in attendance.



Bill Knowlton





Scholarships Awarded

A total of 21 high school seniors have been offered four-year ROTC scholarships and 71 additional are eligible for them pending results of medical examinations, according to DA officials.

Most of these scholarships will be awarded later in the spring for students beginning college next fall. Each scholarship pays tuition, books, education fees and provides an allowance of \$100 a month for up to 10 months of the school year.

There are now 6,500 students receiving Army ROTC scholarships which vary from two to four years.

High school juniors who want to apply for scholarships for the school year beginning in the fall of 1979 should write to: Army ROTC, P O Box 7000, Larchmont, NY 10538, starting in April.

Paper to Sugar

Scientists at the Army's Natick Research and Development Command are working on a project that has the potential of solving critical world food shortages. The project involves converting cellulose waste into energy-rich glucose sugar.

The project began at Natick in 1975 but it was taken over by the Energy Research and Development Administration with work continuing at the Natick labs.

The basic material for the conversion is inexpensive and readily available. Some sources include cellulose pulp, newspapers, sugar cane stalks, waste currency, cotton, sawdust and even food stamps.

Natick researchers found that paper mill waste is an ideal substance for conversion to sugar and its host of food, fuel and chemical by-products.

Researchers at Natick have built a small-scale production plant for converting paper wastes to sugar. They feel that the next step is to build a larger pilot plant close to a supply source where there is a high concentration of pulp and paper companies.

More MOSs Open to Women

Women may now be assigned to 14 more MOSs previously open only to men, leaving only 21 MOSs still closed to them.

According to a recent DA announcement, this policy change allows women to be assigned to brigade level headquarters in Hawk and Hercules air defense missile units, and missile and rocket field artillery elements such as Lance units. It also allows women to serve as pilots of helicopters such as the Blackhawk when flying support

roles.

Women remain excluded from assignments to battalion and smaller sized units of infantry, armor, cannon field artillery, combat engineer, low altitude air defense artillery and other combat specialties such as Special Forces.

These MOSs, formerly closed to women, are now open:

*13W - field acquisition senior sergeant

*13Y - cannon/missile senior sergeant

*13Z - field artillery senior sergeant

15B - Sergeant missile crewman

15D - Lance missile crewman

15E - Pershing missile crewman

15J - Lance/Honest John ops fire dir specialist

16B - Hercules missile crewman

16C - Hercules fire control crewman

16D - Hawk missile crewman

16E - Hawk fire control crewman

54C - smoke and flame specialist (USAR only)

82C - field artillery surveyor

The 21 MOSs still closed to women are:

11B - infantryman

11C - indirect fire infantryman

*11Z - maneuver combat arms sergeant (this MOS will be deleted March 1, 1978)

19D - cavalry scout (beginning March 1)

19E - armor crewman (beginning March 1)

19F - tank driver (beginning March 1)

19G - armor recon specialist (beginning March 1)

19H - armor recon vehicle driver (beginning March 1)

19J - armor crewman (M-60A2)

*19Z - armor senior sergeant (beginning March 1)

12B - combat engineer

12C - bridge specialist

12E - atomic demolition specialist

*12Z - combat engineer senior sergeant

13B - cannon crewman

13E - cannon fire direction specialist

13F - cannon fire support specialist

16F - light air defense artillery crewman (USAR only)

16P - air defense artillery short range missile crewman

16R - Air defense artillery short range gunner crewman

17K - ground surveillance radar crewman

* - these MOSs not open to initial enlistees

To promote the MOSs now open to women, the *Journal* will feature information on these MOSs as part of the continuing back cover feature, "Handy-Dandy Guide to the United States Army."

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors**

on Form DA-17 (3 copies) through Commander US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" x 14").

- RPI 134 Folder. Warrant Officer Flight Training (Limited Quantity)
- RPI 300 Booklet. If there's a question, you'll have the answer
- RPI 301 Folder. The Army Service School Reenlistment Option
- RPI 302 Booklet. Your Career Decision in Today's Army
- RPI 303 Folder. How to tell your friends you're reenlisting
- RPI 305 Poster. The Army's been good to this Army wife (small)
- RPI 307 Poster. Since I've been in the Army, the longest I've sat still is for this photograph (small)
- RPI 325 Poster. \$8,000 is \$8,000
- RPI 331 Poster. Music is where I want to be (small)
- RPI 332 Folder. Music is where I want to be
- RPI 334 Poster. How to tell your friends you're reenlisting
- RPI 338 Folder. Special Forces Option
- RPI 341 Folder. Berlin Brigade Option
- RPI 342 Folder. Ranger Option
- RPI 343 Folder. Old Guard Option
- RPI 345 Folder. Combat Arms Option
- RPI 347 Folder. Overseas Option
- RPI 357 Label. Career Counseling (9")
- RPI 358 Label. Career Counseling (1")
- RPI 361 Bumper Sticker. There's Something about a Soldier
- RPI 363 Bumper Sticker. Keep a Good Soldier in the Army, Reenlist
- RPI 367 Booklet. Commanders Guide to Reenlistment.
- RPI 379 Poster. "Demolition" (11 x 14)
- RPI 380 Poster. "Artilleryman" (11 x 14)
- RPI 382 Poster. "Radio Operator" (11 x 14)
- RPI 383 Poster. The best way to see Europe is to live and work there
- RPI 384 Poster. Uncle Sam needs me too
- RPI 385 Poster. Will your next job make you feel as good as the one you have now
- RPI 386 Poster. We challenge you to reenlist (large)
- RPI 387 Poster. Your family benefits when you reenlist
- RPI 392 Label. Serving Army with pride (glue on back)
- RPI 393 Label. Serving Army with pride (glue on front)
- RPI 399 Calendar. Reenlistment Remainder Schedule (18 months)
- RPI 951 Label. Yesterday. Today. Tomorrow. The United States Army
- RPI 975 Book. Army Occupational Handbook with ER-RATA Sheet #1 (Available for reference purposes only. Limited to one per reenlistment office)
- RPI — Book. A Digest of US Army Posts (Limit 10 per request)

Space Imbalanced MOSs

Try as it may, the Army still has some MOSs in which the majority of slots are in overseas commands which means that soldiers in those MOSs can expect to find few slots they can be used in after they return from overseas commands.

Many of these MOSs are in the rocket and missile fields.

The goal of 24 months in the states between overseas tours for soldiers holding space imbalanced MOSs has a high priority, and one aspect of this goal that is under study fits the "one Army" concept.

Under the provisions of AR 135-210, selected Army National Guard and Army Reserve soldiers holding space-imbalanced MOSs may volunteer for active duty and concurrent assignment overseas to complete a normal foreign service tour.

The approved period of active duty, including pre-deployment training, leave and travel, will be four years.

All soldiers approved for active duty will serve a one year probationary period.

As provided in AR 601-280, competitive soldiers may apply for reenlistment in the Regular Army before termination of the approved period of active.

This space imbalanced MOS program is designed to improve readiness of the overseas units requiring these skills, and to provide tour equity and increased MOS proficiency for the soldiers involved.

Parting Shot

If you have to write a staff study or report and want to give your nickle-and-dime words a dash of scholarly obfuscation, there's no need to rack your brain on how to do it. *Soldiers* magazine, by way of Philip Broughton of the Public Health Service, has come up with the (nearly) automated Buzz Phrase Projector.

To use it, take any three digit number—try 2-1-4 (or use your area code)—and match up the corresponding words from each column. The resulting phrase—systematized organizational programming—is sure to fog up anyone's perceptions on any subject.

0. integrated	0. management	0. options
1. total	1. organizational	1. flexibility
2. systematized	2. monitored	2. capability
3. parallel	3. reciprocal	3. mobility
4. responsive	4. digital	4. programming
5. optional	5. logistical	5. concept
6. functional	6. transitional	6. time-phase
7. synchronized	7. incremental	7. projection
8. compatible	8. third-generation	8. hardware
9. balanced	9. policy	9. contingency

In using his system, Broughton says, "No one will have the remotest idea what you're talking about, but the important thing is that they're not about to admit it either."

If you have any improvements for any of the lists, just give the *Journal* a call.





Re-Update

By **SGM ROBERT L. SWAGER**
HQDA (DAPE-MPR-P)

MOS 79D Conversion: As mentioned in the November issue of the *Journal*, all career counselors in authorized career counselor positions will be converted to MOS 79D in March 1978. A soldier's manual for the MOS is under development at the US Army Administrative Center. Career counselors should check with their local MILPOs to insure individual records are properly converted.

Use of Qualification Tests for Reenlistment. DA message 131400Z Dec 77 outlines the MOS qualifications for reenlistment. It discusses use of SQT or AQT, as applicable, and how to process a request for reenlistment when no test is available. As more SQT tests are fielded, they will be the yardstick for qualification. This message is a result of the DA Reenlistment Steering Group recommendations reported in the November 1977 *Journal*.

NCOS (FY 79). MILPO Message 233 171200Z Nov 77 announced the zone of consideration for attendance at Advanced Non-commissioned Officer Education System courses for FY 1979. The ANCOES selection board will convene approximately 29 March 1978 at Fort Benjamin Harrison, Indiana. The prerequisites for selection are:

- a. Grade: E-6
- b. BASD: NET 1 Oct 61
- c. TIG: DOR NET 1 Apr 73 or NLT 31 Mar 76

RETAIN and the Career Counselor. Career counselors need to know, as a minimum, the following about RETAIN to effectively perform their duties.

A general knowledge of the concept of RETAIN and what it does. It:

- is an automated data processing system designed to facilitate the reenlistment process and provide for the management and control of reenlistments.

- operates from terminals at selected installations.
- double-checks the reenlistment qualifications of each potential candidate and rejects those who are not eligible (NOTE: the career counselor still retains the primary responsibility to insure the soldier is eligible to reenlist).

- permits the reenlistee to "shop" among Army worldwide requirements. If a match is found and the soldier is qualified, reenlistment is approved and a reenlistment control number is issued.

- if a match is not found, it allows soldiers to be placed on the WAIT LIST where they will have first-priority if a requirement becomes available.

- reserves training seats and assignments as required.

A general knowledge of the security requirements and the Privacy Act as they pertain to RETAIN. Specifically:

- Passwords and log-on procedures should be protected (para 5-4f, AR 380-380).

- Access to the terminal should be denied except to authorized users (para 3-11a, AR 380-380).

- Output from the terminals should not be disclosed except to authorized users (para 1-2, AR 340-21).

Service Remaining Requirement. In some cases, action taken to meet a service remaining requirement does not provide sufficient service. Remember!—The amount of service required is computed from date of arrival overseas, or in the case of service school, from date of course completion (graduation). Leave and travel time must be taken into consideration. If soldiers arrive overseas without sufficient service remaining, they are not eligible for command sponsorship, housing, or port call for family until they take action to complete "with dependents tour." If they arrive at a service school without the required service remaining, they do not meet criteria for attendance unless extension or reenlistment action is taken. Action to meet service remaining requirements must be taken by the soldier prior to departing the losing command/unit, otherwise administrative and/or hardship problems are created. As a result, we have a dissatisfied soldier and a loss of credibility as career counselors. Let's be all the professionals we can be. Stop causing dual actions to achieve a single purpose and insure that people who come to us for assistance are treated as we expect to be treated.

CONUS to CONUS Option. As a test, the CONUS to CONUS reenlistment option was instituted effective 1 Jan 78 for first term personnel having an odd last digit in their social security number and possessing certain shortage MOSs as outlined in DA Message 161330Z Dec 77. The time frame for the test has not been established. Reenlistment under this option guarantees a minimum of 12 months at the chosen installation and is contingent upon an existing vacancy in current PMOS and grade at desired location. It is open to first termers in the grade E-6 or below with 6 years of service or less. Applicants must meet basic eligibility for reenlistment without waivers for disqualification. Although we have every expectation that this option will further help the Army retain quality soldiers in these hard-to-fill MOS, the success of this option is dependent on a vacancy being available at a CONUS post at the time a reenlistee can fill it.

Reenlisting Under Option 4-3. Recently there has been an increasing problem of personnel reenlisting for training who do not meet the prerequisites outlined in DA Pam 351-4 and AR 611-201. Some examples of this are: soldiers reenlisting for training in MOS 92B without high school algebra or chemistry; soldiers with more than four years of service being reenlisted for training in MOS 35G; personnel in the grade of E-5 being reenlisted for 91R. MILPERCEN message 051845Z Dec 1977, subject: Reenlistment Restriction Criteria Pertaining to Option (4-3) Retraining Options should be used as guidance along with DA Pam 351-4 and AR 611-201 when processing personnel for this option.

Reenlistment Steering Group. In the November 1977 issue of the *Journal* it was reported that recommen-

dations from the RSG were being staffed. Final action has now been completed on several of these issues:

- Fencing of unit vacancies for immediate reenlistees. The present assignment system, employed in support of the reenlistment effort, is designed to provide the maximum number of available requisitions and projected requirements to prospective reenlistees. The centralized assignment system (CAP 111) nominates eligible soldiers against valid open requisitions. These nominations are then processed by the RETAIN system, rejecting those nominations for which there is a waiting reenlistee who desires the particular assignment. In addition to this procedure, the WAIT list is now being monitored by the Enlisted Distribution Division and requisitions made available against unit vacancies on REQUEST for which no accession has been recruited. Also, the Enlisted Distribution Division will make requisitions available for the WAIT list against projected requirements and unit vacancies on REQUEST will be adjusted. Further refinements of these procedures are being explored to give the reenlistee priority about the non-prior service accession for selected vacancies.

- E-5 unit vacancies be reserved for in-service/prior service reenlistees. The in-service reenlistee now has first priority for all assignments for grade E-5 requirements for which requisitions are submitted. Grade E-5 requirements in certain MOS (which are authorized beginning at grade E-5 only) must be programmed for fill with AIT graduates and should not be reserved for in-service reenlistments.

- SIDPERS transaction code to report in-service reenlistment ineligibility data. As reported in the November issue of the *Journal*, this action was sent to MILPERCEN for inclusion in a future SIDPERS change package. MILPERCEN has sent these procedures to the MACOMs for comment.

- Guarantee stabilization to first term required to reclassify. Table 4-1 AR 601-280, is presently being used when soldiers are directed to retrain/reclassify as a precondition to reenlistment. Continued use of this table is desired, as it precludes waiver of training and continuance in overage skills. Providing a period of stabilization to those soldiers who are directed to retrain upon reenlistment is fully supported.

- Authorize commander having GCM authority to approve second and subsequent extensions. MILPERCEN has non-concurred on this recommendation at this time necessitating further study of the subject.

- RETAIN. The Reenlistment Steering Group (RSG) recommended that the status of each MOS (over, balanced, or short) by year group be displayed on RETAIN as it is now in DA Cir 611-56. This need is recognized, but other higher priority items which are even more beneficial to reenlistments (such as improving the WAIT list procedures) preclude this action being started before the summer of 1978. By that time procedures might be developed which will permit RETAIN to show the actual number of reenlistments that are desired in each MOS by year group. As soldiers reenlist in or into an MOS, this

number will be decreased. The RSG also recommended that only the installation and not the unit of assignment be displayed on RETAIN under the CONUS Station of Choice Option (Table 4-5). This procedure can be implemented. Career counselors should be aware, however, that if implemented information on the unit of assignment won't be available until the assignment instructions are received from the CAP III assignment system. This might delay the movement of some personnel. Major overseas commands are being asked to comment on this.

- Portable audio visual equipment is being studied as to feasibility, cost and the numbers required. This may be a long time in coming, but it is "alive and well."

Timeliness of Reporting Reenlistment Data. Each month this office furnishes each major command reenlistment office a copy of the latest timeliness data on reenlistments. These data, which are provided to us by MILPERCEN, show the average number of days it takes the local SIDPERS processing activity to report a reenlistment transaction to MILPERCEN via AUTODIN. Each processing activity which reports data to MILPERCEN is shown separately. One major command reenlistment office determined that the reason one of its installations was taking too long to report a reenlistment was that it was pre-processing reenlistment transactions against an extract of the Enlisted Master File, which it periodically receives from MILPERCEN. Although this tends to hold down the error rates between the processing activity and MILPERCEN, it costs the career counselor time in getting credit for the reenlistment. If your timeliness is excessive (standard is 10 days), you might want to check this situation with your local SIDPERS people.

Changes in Aptitude Area Scores. To increase the likelihood that a soldier would be able to complete the required training, the following area aptitude scores have been raised.

	EFFECTIVE	APTITUDE	NEW
MOS	DATE	AREA	REQUIRED SCORE
71L	14 Nov 77	Clerical	100
24C2	27 Dec 77	Electrical	105
24E2	27 Dec 77	Electrical	105
24G2	27 Dec 77	Electrical	105
24N1	27 Dec 77	Electrical	105
24P2	27 Dec 77	Electrical	105
24Q2	27 Dec 77	Electrical	105
24U2	27 Dec 77	Electrical	105
91G	14 Nov 77	ST/GT	110

In addition, the requirement that a soldier must have successfully completed a General Math course to enter training as a 15J1 (Lance/Honest John/Fire Direction Specialist) has been redefined to require the soldier to specifically successfully complete a course in either algebra or plane geometry. Reservations effected under criteria before the effective dates remain valid.

Ranger/Special Forces Reenlistment Options. Career counselors having difficulty reenlisting qualified applicants for Special Forces or Ranger units should contact SFC Matysek, MILPERSEN (DAPC-EPK-I) at Autovon 221-8340.

The best 'malpractice insurance' is: *don't take a chance*

Recruiter malpractice is a volatile subject to many people.

To the new recruit who alleges recruiter malpractice, it could mean a void term of service, a tour of duty in an MOS or at a station not of choice, personal and family hardship because of an unfulfilled promise, or just a bitter feeling against the Army and recruiters in general.

To a recruiter who is the subject of a malpractice allegation, there is often resentment against the ungrateful recruit for whom much time and honest effort was expended. There are the stress and hardships on the recruiter (and his/her family) who is the subject of a too often long and tedious investigation and review process.

To the commander of the recruit making the allegation of recruiter malpractice, there is often the misconception that all recruiters are dishonest people and that they alone are the source of a misoriented or trouble-

some recruit. To commanders at all levels of recruiting, malpractice means the loss of a recruiter during a malpractice investigation; the loss of an officer to investigate the allegation; the expenditure of money for TDY and related cost for the investigation; and overall, interference with the mission.

Malpractice is anything done purposefully by a member of the Recruiting Command in violation of established laws or regulations to enlist or gain credit for enlisting any individual who does not meet established enlistment standards or for placing the applicant in a higher mental or educational category. It also includes any willful misrepresentation or false promise made to induce an individual to enlist.

Allegations of recruiter malpractice come primarily from new recruits who have been discovered as fraudulent enlistees or who feel they have a claim for erroneous or unfulfilled enlistment commitments. Allegations can originate from the AFEES ENTNAC interview, USAREC liaison NCOs at the Army training centers, commanders of basic training and AIT units, MILPERCEN, Congressmen, and other sources.

The greatest number of allegations received are concealed civil offense record allegations (41 percent) which involve individuals who withhold the fact that they had a police record from their enlistment documents and claim their recruiter was aware of the information and/or instructed them to conceal it. The second largest category of allegations received are false promise allegations (23 percent) which occur when an individual feels he has been promised something which is not in writing and which he does not receive.

All allegations of malpractice reported to USAREC are investigated. Recruiting personnel who have committed deliberate malpractice are relieved, reclassified, and reassigned outside the command. The determination for relief is based on substantial evidence, which is such relevant evidence as a reasonable mind can accept as adequate to support a conclusion, based on the record as a whole.

Although only 7.7 percent (132) of the allegations investigated in FY 77 (1962) were substantiated, that involved 85 recruiters. That's too many! Relief, reclassifications and reassignments (the minimum consequence of substantiated malpractice), judicial or nonjudicial punishment may be imposed where there is sufficient evidence to warrant such action. In fact, one court-martial of a recruiter this past year resulted in a bad conduct discharge and reduction to the grade of E-1.

Malpractice investigations are expensive in terms of man-hours spent in investigation by the investigating officer, and, therefore, time lost to recruiting duties. The dollar cost for travel and related expenses averages \$225 per investigation. Conservatively speaking, half of the allegations received result in individual investigations (often there is more than one allegation, such as false promise **and** concealed police record made by an applicant against a recruiter); more than \$200,000 was spent on malpractice investigations in FY 77, not including the cost of manhours.

Is malpractice worth it? If you think not, then the following may help you avoid even a ridiculous allegation:


- Don't take short cuts. Follow all regulations and policies as they are written and as they are intended. If you are unsure about a situation, check with the regulation or your DRC operations branch.

- Don't promise an applicant anything you wouldn't put in writing.

- Offer only authorized assistance and material relating to the ASVAB tests to any applicant. (USAREC Reg 601-59)

- Strongly advise applicants to insure that they have included all pertinent information on their enlistment documents.

- Don't take a chance. If you have doubts about an applicant's education or suspect he may have a civil offense record, make a check with the high school or initiate police record checks as described in Table 4-1, AR 601-210.

- Treat each applicant fairly and honestly; remember, the person you recruit is joining your Army. 

CMF 98: Electronic Warfare/ Cryptologic Operations

The person who's a first-rate electronic communicator, or one who just enjoys tinkering with dials, antennas and radios, might want to explore the MOSs available in Career Management Field 98.

The career management field for the electronic warfare cryptologic operations, contains seven occupational specialties for enlistees. Included are 98C, the analyst; 98G, voice interceptor; 98J, non-communications interceptor; 05D, emitter identifier/locator; 05G, signal security specialist; 05H, intelligence interceptor, and 05K, non-Morse interceptor.

People accepted for and trained in these specialties will join a worldwide network of experts knowledgeable in various signal intelligence, signal security and electronic warfare fields. They may be assigned to a sophisticated intelligence gathering station near a bustling metropolitan area or to a remote mountainside completely isolated from most of the outside world.

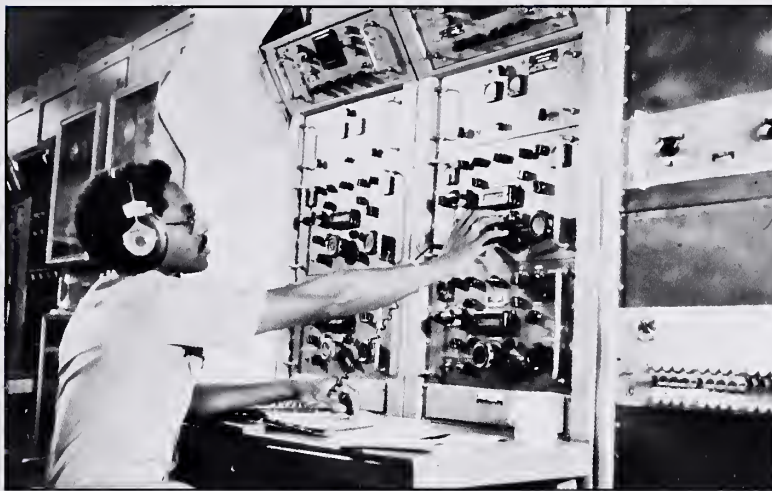
The equipment they use is some of the most sophisticated in the world, and the personnel are some of the best trained.

Personnel in the field are generally involved in either the collection or analysis of electromagnetic or non-electromagnetic emissions, the security of communications and electronic warfare operations. Duties vary according to their specialties.

Recruits considered for this field must have exceptional reasoning and verbal ability as well as abstract reasoning ability and perceptual speed. Physically, they must possess acute hearing combined with visual accuracy and eye-hand coordination.

Because most assignments within this MOS require security clearances, a recruit must undergo an extensive background and character investigation. Specifics concerning clearances and accesses are in AR 604-5.

05K: non-Morse interceptor



In front of a myriad of dials, headphones in place, the non-Morse interceptor (05K) searches for that remote signal, which, when linked with other pieces of data, pays off in an abundance of intelligence information.

One of the seven MOSs included in the 98 Electronic Warfare (EW) Cryptologic Operations series, the 05K is part of an international network of experts trained in various signals intelligence, signal security and electronic warfare fields.

After being selected for the 05K MOS, and while attending basic MOS training, the recruit is taught to search radio frequencies to find, collect and identify target communications. Logs of the communications are maintained and technical reports prepared.

Following training, an enlistee with the 05K specialty, may be stationed at one of the Army's fixed locations or one of its mobile units around the globe working with the most sophisticated stationary equipment or out of mobile facilities.

Fresh out of 05K school, the enlistee performs locating and collection functions in addition to elemen-

tary analysis determining the signal area and identification of the emitter.

Later, the enlisted person operates non-Morse collection and similar equipment and assists in the establishment of operational collection sites.

Supervisory duties are added at the 30 and 40 skill levels.

At this point, the 05K not only helps new arrivals in the field but also contributes to the continuing changes recommended for the signal intelligence mission. He also coordinates with other collection activities and is responsible for recognizing any minute changes in collected information which could tip other intelligence members to upcoming world events.

Applicants for this series must have exceptional reasoning and verbal ability as well as abstract reasoning ability and perceptual speed. Physically, they must possess acute hearing accuracy combined with visual accuracy and eye-hand coordination.

Enlistment in the 05K MOS requires security clearances so a recruit must be prepared to undergo an extensive background and character investigation.



Electronic Warfare/ Cryptologic Operations

MOS 05K: non-Morse Interceptor

UNIVERSITY OF FLORIDA



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